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2

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EXECUTIVE SUMMARY

This report will look at the impact of the worldwide COVID-19 Pandemic on the Lodge Restaurant. It will explore the Micro-environment of the business by conducting a SWOT analysis, The Macro environment by conducting a PESTEL analysis and explore 'Change Management' (CM) based on Lewin's CM Model. The report will look at areas in which CM can be applied and provide examples of the changes. The report will conclude with recommendations to strengthen the organisational and operational aspects of the Restaurant based on Change Management policy

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A BRIEF HISTORY OF THE LODGE RESTAURANT

The Lodge Restaurant is situated in an affluent area within the countryside of Staffordshire in the West Midlands. The restaurant was opened in 1996 by three brothers who had a background in the hospitality industry. In its heyday, the restaurant enjoyed huge popularity and was considered a trendsetter in the areas of innovative Indian Balti Food. The restaurant was managed and run by the same owners for twenty years and eventually sold off when they decided they all wanted to pursue different areas of Commerce. The new owners of the Lodge Restaurant were newcomers to the hospitality industry and lacked experience as Restaurateurs, hence they decided to keep it operating in the same style as the previous owners in the hope of retaining the same customer base. Unfortunately due to their lack of experience this could not be done successfully, and the restaurant's popularity declined rapidly. Eventually the owners had to sell the restaurant as a going concern to an individual who had worked for the original owners in the Restaurant's heyday.

The new owner (Nigel Suave) was a gentleman with a lot of experience in Restaurant management. More importantly he had a brother who was a chef and two young hard working and eager nephews. Together the new management made various changes to the operational structure of the Restaurant, re-vamped the interior and introduced a new menu. Eventually the business started to improve and a new sustainable customer base was created.

Due to the new management style and hard work of the new owners the restaurant became a self sustained and profit-making enterprise with a rise in popularity amongst the clientele. The 'Pre-Covid Pandemic' status of the restaurant can be considered a successful enterprise; however the onset of the Covid Pandemic in March 2020 caught the new owners by surprise just like almost all other businesses.

The Business has been greatly affected by the Pandemic and been in a downward decline ever since. At present the Restaurant is facing an existential threat and needs to consider alternative ideas and options in order to survive through these hard times.

ORGANISATIONAL DESCRIPTION & FEATURES

Business Name	The Lodge Balti Restaurant
Present Director	Mr. Nigel Suave
Manager	Intaz Rukon
Industry	HOSPITALITY-Indian Restaurant
Headquarter	Staffordshire, UK.
Service	Fine Dining, Take-Away Collections, Home Delivery
Products	Indian Cuisine, Tandoori Grills, Tawa Balti
Geographic Coverage	Restaurant Diners: 10-20 Mile Radius Take Away Collection: 6 Mile Radius Home Delivery Service: 3 Mile Radius
Revenue	£260,000. (2017 -Previous Owners) £340,000. (2018 -1 st Year- Current Owners) £410,000. (2019 -2 nd Year- Current Owners) £220,000. (2020 -Covid-19- Current Owners)
Competitors	Samsara Restaurant, Five Rivers, Pier 69, Boat-House, Les Liaisons
Website	www.thelodge.com

SWOT ANALYSIS

In order to understand an organisations position or current status, it is important to identify its internal micro-environments. One of the simplest and most effective ways to do this is by conducting a SWOT analysis. This analytic tool, when applied properly can give managers clarity and insight into an organisation's internal strengths, weaknesses, opportunities, and threats.

Strength	Weakness
Prime Location	Moderate Food Quality
Established Business	Lack of product innovation/experience
Up-Market establishment	High Maintenance cost
Good Reputation	Less popular with younger generation
Reliable Work force	In a 'Green Belt' area/ No footfall
Large Car Park	Little Internet presence
Stand alone Building	Declining customer base
Opportunity	Threat
Improve food quality/innovate	Government Legislation
Expand into new area's	Brexit Restrictions
Outside Catering/ Lunch Options	Covid Restrictions
Promote to wider population	Immigration restrictions
Improve Internet presence	Increasing competition
Attract younger generation	Rise in produce cost
Re-branding	Rise in running cost
Adding/Changing new styles of Indian Food	Lack of Staff

Strength

- Prime Location
- Established Business
- Up-Market establishment
- Good Reputation
- Reliable Work force
- Large Car Park
- Stand alone Building

The Lodge has been established over many years and has a loyal following. The Restaurant is decorated in a classic style, is considered an up-market establishment and is situated on a busy 'A' road with a lot of passing vehicle traffic. The Restaurant is a stand-alone building in a very affluent area, has a good reputation and is popular with the mature customers. The restaurant benefits from a large car park with twenty eight car spaces as well as a secondary car park for staff with four car spaces. Majority of the staff consist of family members and friends of family, who are reliable and dependable

Weakness

- Moderate Food Quality
- Lack of product innovation/experience
- High Maintenance cost
- Less popular with younger generation
- In a 'Green Belt' area/ No footfall
- Little Internet presence
- Declining customer base

The lodge is known as a Restaurant which serves Balti Cuisine. Balti cuisine was very popular in the late 90's, however the demand for this type of cuisine has declined over the years whilst other styles of Indian food such as 'Handi' 'Thali' and most recently 'Indian Street Food' have been gaining popularity. Approximately seventy percent of the regular customers are over forty years old, and forty percent are over sixty years old. Whilst it can be argued that the majority of the regular customers are the older generation who like to stick to the type of food they are used

to, the restaurant is not diversifying or innovating new styles in order to attract the younger generation of customers. The fact that the restaurant employ's mostly family members and friends also limits the amount of expertise and talent that is being brought into the operation, hence it has very little innovation. Being in a green belt area the restaurant has very little footfall and since the restaurant is mostly reliant on existing loyal customers, it is not investing sufficiently in digital advertising marketing and promotions. The Restaurant does not have direct sewage disposable facility and has to pay separately for sewage disposal which adds to maintenance costs. Being in the countryside in a green belt area also means that it is restricted by the local government in a lot of its activities such as illuminated lighting for external signs, operating hours and even external colour coordination to fit the local image.

Opportunity

- Improve food quality/innovate
- Expand into new area's
- Outside Catering
- Lunch Options
- Promote to wider population
- Improve Internet presence
- Attract younger generation

There are quite a few opportunities for improvement available for the Lodge Restaurant. The food quality can be improved dramatically and popular food styles and options can be incorporated in the menu. Although the relaxed family operated system has benefits such as reliability and personal care, it reduces innovation and is limited to the existing knowledge of the operators. Changing the structure from a 'Family Operated' system to a more 'Professionally Operated' system can improve productivity and accountability. This can be done by employing a good Chefs who are knowledgeable in new trends and well-trained front of house staff. The opportunity exists to improve in areas of food styles, Innovative dishes, expand market share, promote via digital platforms, acquire new customers, however it will be extremely difficult to do without making some changes to the current operational procedures.

Threat

- Government Legislation
- Brexit Restrictions
- Covid Restrictions
- Immigration restrictions
- Increasing competition
- Rise in produce cost
- Rise in running cost
- Lack of Staff

For many years, the 'Indian Restaurant' sector has been under extreme pressure due to a variety of factors. Following relaxed immigration laws in the mid 90's the sector had a business boom resulting in huge numbers of new restaurants opening. This effected the supply and demand chain. Restaurants reduced prices in order to compete with each other. When the immigration laws were tightened Restaurants struggled to get the cheap labour they had become accustomed to and did not increase product prices to reflect for the higher wages they were paying staff. Just when the Restaurants were becoming accustomed to the new situation product prices increased and Brexit became a major detrimental factor. The current Coronavirus Pandemic and subsequent changes to the Macro environment has become an existential threat to the Indian Restaurant Sector, and the Lodge Restaurant is feeling the effects more than most.

IMPACT OF COVID-19 PANDEMIC ON THE LODGE RESTAURANT

Although the first two cases of Covid 19 cases were confirmed in the UK on 31st January 2020 (BBC News, 2020), the impact on the Lodge Restaurant began much later on March 3rd when the government announced that the country could be looking at 'scenarios ranging from a milder pandemic to a "severe prolonged pandemic as experienced in 1918" and warns that a fifth of the national workforce could be absent from work during the infection's peak' and published its action plan for dealing with COVID-19 (BBC News, 2020).

The full impact of the Pandemic was to be felt by the Lodge as a consequence of the Prime Ministers televised address to the Nation on March 23rd, when the British public were instructed that they 'must stay at home, except for certain "very limited purposes" – shopping for essential items (such as food and medicine); one form of outdoor exercise each day. All non-essential shops, libraries, places of worship, playgrounds and outdoor gyms are closed, and police are given powers to enforce the measures, including the use of fines'(BBC News, 2020). The announcement was followed restrictions on Restaurant opening times, seating arrangements precautionary measures and many more rules and regulations culminating in complete closures of dining-in facilities across the country. The sudden announcement created havoc within the Restaurant industry and required immediate changes to be made for which businesses were ill prepared. In the face of the radical measures many organisations collapsed whilst others managed to stay afloat by adjusting to the changes. Some businesses managed to thrive by making quick changes and taking advantage of the situation(Austin, 2020). As a result of the Covid-19 Pandemic the entire MACRO environment had changed almost overnight and the PESTEL spectrum had to be re assessed as a matter of urgency in order to adapt to the new situation.

PESTEL ANALYSIS

In order to make informed decisions and steer the businesses towards the organisational goal, it is very important for management to have a grasp of the Macro environment. Macro environments are external factors over which the organisation has little or no control. But not having control over external factors is not the same as being totally without options. If the macro environments are understood and analysed, businesses are in a better position to make changes and adjustments to their plan in order to reduce risk and capitalise on the opportunity. PESTEL analysis can allow organisations to examine the external factors and environment as a whole and make necessary adjustments (Alanzi, 2018). PESTEL is an acronym for Political, Economical, Social, Technological, Environmental and Legal factors. Almost all the external influences that impact a business or organization fall into one of these six categories.

P	E	S	T	E	L
- Government policy - Political stability - Corruption - Foreign trade policy - Tax policy - Labour law - Trade restrictions	- Economic growth - Exchange rates - Interest rates - Inflation rates - Disposable income - Unemployment rates	- Population growth rate - Age distribution - Career attitudes - Safety emphasis - Health consciousness - Lifestyle attitudes - Cultural barriers	- Technology incentives - Level of innovation - Automation - R&D activity - Technological change - Technological awareness	- Weather - Climate - Environmental policies - Climate change - Pressures from NGO's	- Discrimination laws - Antitrust laws - Employment laws - Consumer protection laws - Copyright and patent laws - Health and safety laws

Political-political factors have had a significant impact on the restaurant industry in the recent past. Legislation relating to health and safety, employment regulations, industry regulations as well as Tax and VAT procedures can add to the restaurants workload. The law surrounding immigration has resulted in fewer staff in the restaurant workforce. The current law and regulation relating to the COVID-19 pandemic has resulted some drastic changes to the way the Lodge Restaurant operates.

Economic-Economic growth is influenced by government policies like interest rates tax rates, minimum wage and their general price of goods. As a result off the COVID-19 pandemic and subsequent rules and regulations the economy as a whole has taken a devastating blow (Bloom et al. 2020). Due to the restrictions of movement people have not been able to visit the lodge restaurant, and some have even refrain from ordering takeaway meals out of fear that they may contract the illness. As a result off lost custom, the restaurant has lost 2/3 of its income whilst the cost of goods and produce have increased exponentially. Has also been a lot of disruptions regarding goods delivery, waste collection and general delivery methods.

Social-As a result off the pandemic and subsequent government policies, consumer habits and behaviours have changed. Customers can no longer visit restaurants for a dining experience and have resorted to ordering meals over the telephone or online.

Technological- whilst most small restaurants have experienced difficulties with this issue the large restaurant has been lucky since it already had an Electronic Point of Sale (EPOS) system in place, which offered customers an online ordering service that was quite well established. As a result off the established online ordering system the lodge restaurant has managed to retain most of their Take-Away customer base by delivering food to the customers houses. The restaurant has also quickly adopted to the digital platform and his gaining popularity with time.

Environmental-There many ecological factors that have bought concerns by the government, like plastics and climate change. As a result of the pandemic and government regulations, the use of plastic containers to supply take-away food has increased. Also delivering the food has resulted in the consumption of more petrol adding to pollution.

Legal-in order to comply with government legislation and guidelines relating to the Covid-19 Pandemic such as, Social Distancing, Sanitizing, Wearing Masks and Operating within a limited sphere, the cost and effort has increased whilst profit has decreased.

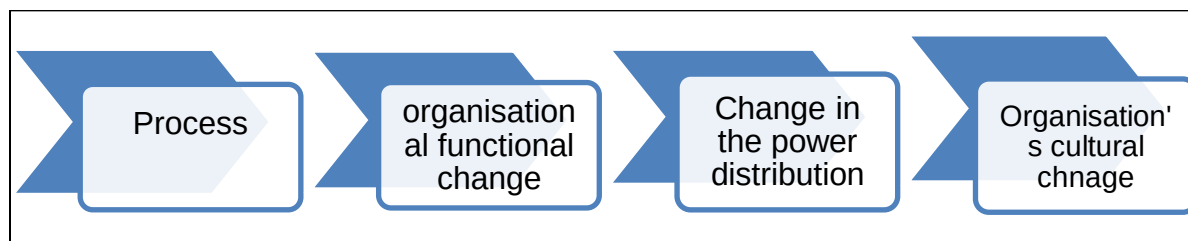
<u>PESTLE</u>	Factors	Potential Impact	Type	Importance
Political	No dining inside the Restaurant Only collection and delivery service Constant Sanitising/ Social Distancing/wearing of mask Self-Isolation	High Medium Low Unknown	Positive Negative Moderate Unknown	Critical Important Unimportant Unknown

Economic	70% reduction in Business Increase in produce prices Disruption of goods delivery Increased delivery workload/charge	High Medium Low Unknown	Positive Negative Moderate Unknown	Critical Important Unimportant Unknown
Social	Can't operate from Home Home- schooling causing work disruption No dining inside the Restaurant	High Medium Low Unknown	Positive Negative Moderate Unknown	Critical Important Unimportant Unknown
Technology	Transformed food delivery protocol Rapid change to EPOS system Convert to online-ordering Reduced effort and time	High Medium Low Unknown	Positive Negative Moderate Unknown	Critical Important Unimportant Unknown
Legal	Safeguarding customer privacy Following Gov Guidelines Reduced operating flexibility	High Medium Low Unknown	Positive Negative Moderate Unknown	Critical Important Unimportant Unknown
Environmental	Increased packaging waste Increased Vehicle use/pollution	High Medium Low Unknown	Positive Negative Moderate Unknown	Critical Important Unimportant Unknown

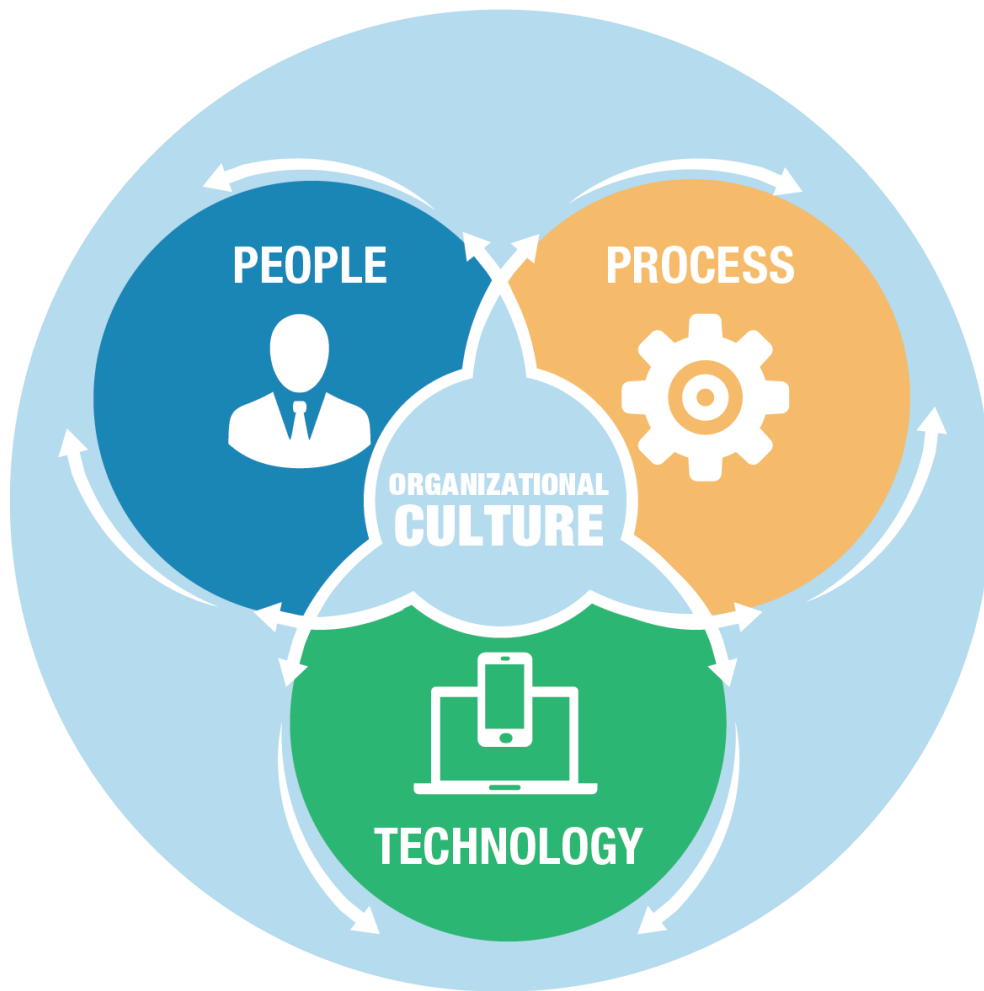
CHANGE MANAGEMENT (CM)

According to Hughes (2004) change management within an organisation is the movement from one state to another. It is a process that organisations can use in order to respond to the macro and micro environments. Organisations are in a constant state of change which are often driven by both internal and external forces (Ajmal, 2015). It is important for organisations to effectively adapt and adopt changes in order to succeed.

Failure to change could lead to loss of productivity, revenue and even collapse (Forsyth, 2012). The global COVID-19 pandemic is different to other external forces in the sense that it affects public health and is affecting every aspect of PESTEL. Due to the complexity of this crisis and the constantly changing government policies it is not always possible to plan ahead for all the changes (Rosenthal and Pijnenburg, 1991), however it is imperative that organisations respond quickly in order to cater for shifting customer behaviour as well as changing PESTEL (Shaw, 2018). Organisations should therefore consider a systematic approach when planning for effective change management policies to tackle the COVID-19 crisis. Effective change management systems need to take into consideration as well as the product within a company. Organizational changes can be categorised into four areas, Process, Organisational Function, Change in Power distribution and Organisational culture change. All four are interacting and interconnected. A systematic change management policy should consider and address all four stages (Cao, Clarke, and Lehaney, 2004).



There are three essential aspects in every change that overlap each other. These are people, process, and technology (Carnal and Rune, 2014). Change in any organisation, whether big or small, will in one way or another impact on all three of these aspects. Every organisational change requires some form of project management, human approach, technical approach, and will result in some changes to the organisational culture (Creasy, 2007).



For Successful Change Management to take place, all three aspects should be considered in a systematic way, The CM should be well designed, explained and implemented. The project should be led in a way that enables people to accept the new process, system, and structure (Prosci, 2020). Management must therefore focus on good leadership skills with a people orientated focus before implementing the changes (Mosadeghard and Ansari, 2014).

LEWINS CM MODEL

One of the most popular planned approaches to CM is the Lewin's model(Lewin, 1951). The Lewin's model allows an organisation to maintain a proportional alignment between the

organisational aspects and the changing environment(Cumming et al. 2016). The Lewin's CM model involves a process of three stages.

1. Unfreezing current behaviors
2. Moving to the new behaviors
3. Refreezing the new behaviors

According to Burnes (2004), for effective change initiation, organisations must adapt a strategic process. Burns stresses thatthe Lewin's model is one of the dominant perspectives to support strategic approaches and has a direct influence on CM due to its pro active approach. The Lewin's Model works on the principle that in order for people to use a new approach, first the older approach has to be abandoned, then the new process has to be learned/applied and then finally the new system has to be maintained.



Freezing current practises and processes, changing over to new process is and finally sticking to the new process in a systematic way reduces peoples on certainty and concerns an increase is that ability and competency in coping with the changes. Following a systematic procedure especially when conducted in a Democratic process, influences positive behaviour and support from everyone involved(Hughes, 2006).Hussain et al (2018)simplifies the process by comparing it to the freezing of water. He explains that in order to change the shape of a cube of ice one has to 1st defreeze it back into its water form put it into a mould of the desired shape and then refreeze it again in order to achieve your goal.

APPLICATION OF LEWIN'S MODEL TO THE LODGE RESTAURANT.

Creating a structured CM system can mitigate the negative external forces and even capitalise on Macro environmental changes to the companies benefit. It can even improve moral if the message is adequately explained to employees and they are involved in the process, however the effectiveness of CM will primarily rest on the skills and attributes of the leadership and management within an organisation. According to Cummings and Worley (2003), there are five key leadership qualities that are needed for successful CM:

- Creating the vision
- Providing political support
- Facilitating a smooth transition
- Motivating change
- Sustaining momentum.

Unfreeze-The first stage of Lewin's model involves understanding the need for the change, determining what needs to change, encourage people to abandon the old/current system gather support for the new system and finally address the doubts and concerns of everyone involved.

The Lodge Restaurant has been operating for many years, and has developed a certain organisational culture. Work and process within the restaurant has been divided up and distributed to allocated members of staff. When the restaurant was operating as a dining in establishment job allocations were organised to fulfil the needs of customers. Since the COVID-19 pandemic and subsequent lockdown, the restaurant no longer deals with dining in customers and all orders have now become take away. The need for waiters has been abolished and the need for delivery drivers and take away packers has increased. Following the Lewin model it is now important to reorganise the front house staff in a way which will ensure that the new changes can be catered for. The working process for waiters has to be un-frozen in the sense that they no longer have to wait on tables.

Change- Once the waiters duties have been un-frozen they have to be trained in other duties that are now needed such as packing food for takeaway, food preparation, taking orders over the phone or EPOS system. These changes have to be pre-planned and implemented by the management and employees should be assisted in learning and fulfilling the new changes.

Refreeze- Once the new changes have been implemented, they have to be reinforced and stabilized. The new changes should be integrated into the organisational process and developed and sustained until they become the normal practice.

This method of change management can be applied on different aspects of the business for example, the restaurant procedure for keeping crockery hot was to put them in an electrically heated hot-holding cabinet called a 'hot-plate'. Now that there is no need for hot crockery that space could be used to keep the take-away meals hot until they are ready to be dispatched to the customer's house. Using the Lewin model the following changes could be adopted.

- **Unfreeze-**Remove all crockery from the hot-plate's and discuss the new changes with the people involved in the packing process.
- **Change-**Train the packers to put the packed food in the hot-plate in a systematic way as soon as they are ready.
- **Change-**Reinforce this process and stick to it until it becomes the new norm

Communication plays a vital role in change management since the changes have to be understood in order to be applied. It is the responsibility of the management and leaders to convey to their employees and staff the change process as well as address any concerns that arise.

Pierce, Gardner, and Dunham(2002) identify two types of change in an organization as the influence of the internal and external environment, proactive and reactive. The Lodge Restaurant is undergoing a reactive CM process due to the impact brought on by the Covid lockdown restrictions.

Engaging with employees in a positive way to abandon old practices and adopt new ones is an important aspect of CM, because it is very hard to come out of comfort zones to embrace new ideas (Lewin, 2011). Since the main focus is on the companies survival, it is very important that the full workforce supports the new changes and do not resist them (Vroom & Yetton, 1973). Having clear vision and conveying the message with clarity will help people better understand what is needed and why it is needed and help them to engage fully behind their new changes (Teczke, 2017).

ROLES AND RESPONSIBILITIES

For change to happen it is very important to identify the process this change will take and the people who will be involved in making the changes. There are for key roles within the change management hierarchy. these are the

- **The Sponsor**-senior leader,
- **The champion**-leader,
- **The change agent**-employee
- **The stakeholder**-customers or suppliers.

The Sponsor Nigel Suave (Owner Operator)	Identifies the need for change Suggests suitable change	Need to keep food hot before they are dispatched to customers
The Champion Intaz Rukon (Manager)	Makes the plans for the changes in consultation with relevant personnel and oversees and manages change	Decides to remove plates from hotplate and use it to keep take- away food hot, trains the change agent
The change agent Hasan Suave (Packing Manager)	Responsible for applying change and sticks to them	Abandons old way of storing packed food, adopts new way and stores in hot-plate
The stakeholder Customers	Customer receives the benefit of the changes	Customer receives food that is hotter than normal

Each one of these rolls has a vital part to play within the scope off change management. It is important to clarify the roles and work allocation of the key players and create a structure to execute the change management successfully (Cao, Clarke, and Lehaney, 2004). The table below describes the hierarchy of the Power Distribution structure within the lodge restaurant.

STRUCTURED CHANGE MANAGEMENT POLICY EXAMPLES

By creating a specific structure for specific scenarios and identifying the relevant people who will be involved, management can ensure the smooth transition from one procedural change to the next whilst reducing employee uncertainty and resistance to the new method. There are many changes that the Lodge restaurant can make in order to mitigate the risk posed by the Covid-19 pandemic. Below are three examples of CM that can be applied to some specific areas:

(A)	PPI/ PERSONAL HYGINE PROCEDURE
People	Manager- All Personnel
Unfreeze	Casual dress code and personal hygiene procedures
Change	All employees to follow distancing guidelines whilst entering the restaurant. All employs must wash hands thoroughly for 1 minute using the provided sanitary products. All employees to collect face coverings, gloves, and disposable aprons from the manager upon arrival and always wear them. Change these as often as needed Kitchen staff- Use one drop of sanitiser between every order made/processed Front staff- Use one drop of sanitiser after every order packed/brought out to customer Maintain social distancing as much as possible.
Freeze	Reinforce the changes, make this the new practice. Keep on following this process until it becomes a habit.

(B)	COLLECTION ORDER PROCEDURE
People	Manager- Waiter/Front house staff- Customer
Unfreeze	Standing close to guests, shaking Hands, assisting with coat removal. Taking customers payment cards for transactions.
Change	Stand at least 1 meter apart whilst greeting the guest verbally, DO NOT shake hands. Ask them if they would like to use sanitizer and direct them to it. Ask them to be seated at the allocated, socially distanced seating area's Ask them for the order number, find the order and confirm order details verbally. Input payment details into PDQ payment device and move away from device, whilst asking them to use the contact-less facility to make the payment. Ask them to be seated until the order arrives on the collection counter. When the order is brought out to the collection counter inform them and direct them to the correct order. Ask them to take the order whilst you go and open the door for them to leave. After they have left use one drop of sanitizer to re-sanitize your hands. Use the sanitizer spray to wipe-down the door handles and any other equipment/spaces or areas touched by the customer.
Freeze	Keep on following this process until it becomes a and normal practice.

(C)	CONTACTLESS DELIVERY PROCEDURE
People	Manager- Phone/Epos operator- Delivery worker- Customer
Unfreeze	Physically interacting with Customers to take payments
Change	Initiate contactless payment facility for ONLINE orders so customers can make payments using Debit/Credit Cards. For customers making phone orders for delivery, offer to take payments over the phone to minimise contact. Delivery staff will deliver the food to the correct houses leave the food on the doorstep, step 2 meters away and call the customer to open the door and collect the order.
Freeze	Reinforce the changes, make this the new practice.

In each case the people involved must be identified, the current situation observed to Unfreeze, the change Management policy decided on and finally applied and re-enforced. If employees are involved in the structure creation process it stands a better chance of being accepted and applied. It is also important the prior foundation has been created in order to make the CM plan work. If employees are to use PPI equipment such as Masks or Gloves, the management must ensure that these products are.

1. Available/stored in an accessible.
2. Employees know where they are.
3. Employees know how to use them.

RECOMMENDATIONS

The Lodge Restaurant is faced with many interrelated change management issues related to the Covid-19 pandemic. To mitigate these issues and face the challenges, the report suggests the following change management recommendations.

- Create CM policies to counter the negative effects of the Macro environment.
- Create specific goal oriented structured plans in conjunction with the people involved.
- Create specific CM structures for specific areas of concern
- Integrate Project Management systems/tools in the structure to identify tasks, and create budget orientated deliverable results, that are realistic, time specific and subject specific (Roberts, 2012)
- Lead the changes in a way that is manageable, inclusive and have clarity. Use emotional intelligence when dealing with people to understand other people's perspectives and reduce resistance to the change (Raithatha, 2015).
- Offer training and coaching to employees to understand and adapt to the changes. This will empower them to withstand and face the difficulties with resilience. It will also motivate and inspire them wards the organizational goals (Jarosz, 2020).
- Choose the correct leadership style for specific situations and CM policies. A good leader should change their leadership style when a situation demands it, from solving problems to improving the performance in the workplace (Martinuzzi, 2021). A fully involved democratic decision-making process might be great at the planning stage but not as useful when emergency reactive decisions must be made. At situations such as these an authoritarian leadership could better serve the organizational goal.
- Strengthen the Technological aspects of the business to reduce labor, reduce human contact, reduce human error, and increase customer safety and comfort. As a result of the Covid Pandemic, people are using the internet to conduct a huge number of tasks and purchases. Capitalize on the digitalized platform, improve, and promote it to customers.
- Support the stakeholders. Consider customers, suppliers and employees when creating the CM systems and processes (Cima, 2014).

There are many CM policies that can be made and applied to the Lodge Restaurant, not just re-active changes related to the Covid-19 but also pro-active policies and structures which can improve the overall ease-of-use, productivity, profit, and employee wellbeing.

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