

Change Management Plan Mandarin Oriental Hotel Group

BMSW6103 Leading and Implementing Workplace Change

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Executive summary

Organisational change, examines how a business or other organisation modifies the operation procedures, technological infrastructure, organisational structure, and overall structures or strategies that have impacted the organisation (*Nordqvist, 2016*)

Organisational change has several causes, these changes are caused by various factors, that it consists of technological advancements, economic downturns and challenging trading situations, opportunities for expansion, especially in new markets, competitive pressures, including new competitors and mergers & acquisitions, influence from suppliers or customers (*CIPD, 2023*).

(*Okumus & Hemmington, 1998*) argues that the hotel environment is becoming increasingly volatile due to factors like unstable political and economic conditions, transforming social views, strong competition, innovative technological developments, and government interventions. As a result, Hotels can only operate effectively by being adaptable and responsive to change.

Sustainability in the business is the ability to sustain processes over time, preventing resource depletion in business and policy contexts. Sustainable policies focus on the future impacts on humans, ecosystems, and the economy. As concerns about climate change, biodiversity loss, and pollution increase, the world is adopting sustainable practices (*Mollenkamp, et al., 2023*).

Those changes environmental that the hotel group has implemented to help to create a better for future, like reducing plastic, and by providing the staff members a proper training in each department on the importance of being greener, those small changes it can make a huge impact. Later by end of this section, will discuss in deep what other change they implemented on the hotel in London and what leadership styled has been input.

Transformational management is a style that encourages employees to think creatively and reach their full potential. It prioritises constant change and growth, questioning the status quo and providing feedback. This style is crucial in rapidly growing companies and industries. However, too much focus on growth can hinder day-to-day success. Transformational leaders must balance clear expectations and stable milestones to maintain employee satisfaction (*Miranda & Main, 2023*)

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Introduction

Change is a crucial part of our daily basis, all of us face changes personally and professionally. Some of those changes can be good or bad, but most of those changes need to be adjusted and adapted, some people tragically struggle more than others due to the need for time to accept those changes, as they need to adjust, adapt, and assume the changes.

One of the biggest changes that we faced a couple of years ago was Covid 19, that deplorable situation made huge changes in our daily lives, and still, some organisations did not recover from the shortfall. Several companies had to close down and maintain their business by selling online as e-commerce, like Cath Kidson, and Topshop. Due to this situation, many staff members lost their jobs, and organisations need to make some changes due to this external situation.

The main purpose of this writing report is to understand the importance of organisational change, it examines how a business or other organisation modifies the operation procedures, technological infrastructure, organisational structure, and overall, structures or strategies that have impacted the organisation (Nordqvist, 2016). As most of the changes in the workplace are caused by continuous economic unpredictability and digital disruption. As an organisation culture is a reflection of a constantly evolving learning process, which can be influenced by the actions of the leaders. This addresses a particular internal and external circumstances that will support and aid in decision making across the board of the company. In the ongoing process of change, leadership culture is interconnected with individuals and groups searching for purpose and stability in the pursuing a shared goal.

The organisation chosen is the Mandarin Oriental Hotel Group International Limited a multinational hospitality. The author of the report had chosen this company because of the experience it has working in the company, which has seen many changes, from organisational structure to implementing new products that help the environment, thinking in a better sustainable environment for the future or implementation of a new software system to have a better customer relationship management for the staff members with the guest.

The report will be covered in three sections, the first part will give a brief review of the company and to be able to identify the current internal and external environment situation of the hotel group, a PESTLE analysis will be used as a tool, and it will cover the evaluation of the adopted change management process and identification of the suitable strategic change option. The second part of the report will critically evaluate the change management models

and point to three different models, Lewin's three-step model, Kotter's eight-step, and ADKAR model. And the third part of the section the author of the report will propose a change management plan and describe step-by-step the process of implementing identified strategic change. Finally, it will identify the probable impact of the implementation of the change strategy on the culture of the hotel group.

Section 1. Critical evaluation of the adopted change management process and Identification of the suitable strategic change option.

This first section of the report will give a brief overview of the Hotel Group Mandarin Oriental and some changes faced after the COVID-19 restrictions.

Will be covered with the PESTEL analysis to examine the external factors, and what leadership style had been implemented due to the change. The organisation structure must be adapted to incorporate competent leadership concepts and best practices in order to effectively manage the situation and effects significant change (*Northouse, 2016*).

1. Brief overview of Mandarin Oriental Hotel Group

The award-winning Mandarin Oriental Hotel Group, owner and operator of some of the most lavish hotels, resorts, and residences on the earth. With its origins in Asia, the Group has expanded to become a global brand, operating 36 hotels and 9 residences throughout 24 countries and territories. Each property represents the Group oriental heritage, cultural traditions, and distinctive design. The hotel group has an extensive list of hotel and residential projects under construction as a member of the Jardine Matheson company (*Limited, 2023*).

Organisational change has several causes. These changes are caused by various factors, that it consists of technological advancements, economic downturns, and challenging trading situations, opportunities for expansion, especially in new markets, competitive pressures, including new competitors and mergers & acquisitions, influence from suppliers or customers (*CIPD, 2023*).

(*Okumus & Hemmington, 1998*) argues that the hotel environment is becoming increasingly volatile due to factors like unstable political and economic conditions, transforming social views, strong competition, innovative technological developments, and government interventions. As a result, Hotels can only operate effectively by being adaptable and responsive to change.

As it mentions (*Henkan, 2022*) to be competitive and relevant in the market, an organisation must continuously create and modify new strategies to deal with challenges and expectations. Understanding the dynamics behind organisational change is essential for it to become operational.

Change management requires leadership skills and understanding of key elements, clear communication and consistent reinforcement at all levels are crucial for success. Technology can be an asset in the process, as it highlights areas for reinforcement and empower the leadership team to drive new behaviour (*Epsilon, 2023*).

The Hotel Group is leading the industry digital revolution by investing in advanced technology in its hotels. High- speed connectivity is available, and on-site technicians ensure smooth operations for events and equipment, Mandarin Oriental commitment to personalized service enhances guest experience, ensuring efficient and seamless technology (*Group, N,d*).

Mandarin Oriental is implementing the digital transformation strategy, leveraging the Infor Hospitality System (HMS) and Infor SunSystems Cloud Edition to deliver personalised guest experience. The cloud was solution offers scalability, intelligent functionality, and a multi-tenant architecture, following for multiple books, charts accounts, multi-dimensional analysis, multi-currency, and multi languages. This move freed up resources and allowed the Mandarin Oriental IT team to focus on guest experiences. The cloud based financial management and reporting offer efficiency, standardisation and security benefits (*Infor, N,d*)

Another announcement by the Hotel Group is, that Laurent Kleitman has been appointed as Group Chief Executive of Mandarin Oriental International Limited, succeeding James Riley. Kleitman has a history of building iconic brands, leading growth strategies, and expanding brands into new markets. Mr. Kleitman will continue to grow the company's global portfolio of luxury hotels, resorts, and residences, focusing on customer-centric innovation and experience (*Limited, 2023*). For many staff members, were surprised of the change of Chief Executive, especially for the experience that Mr Kleitman has, some thoughts on how the new chief executive with experience as Chief Executive of Parfums Christian Dior and previously President of the Consumer Beauty division of Coty, now will be the Chief Executive in hospitality as his background in retail, but at it mentioned in the announcement from the hotel group his experience and his focus on customer-centric innovation.

Customer- centric innovation it focuses on the customer through customer research and development procedures that aid businesses in continuously enhancing their comprehension of the client needs and identities (*Selden & MacMillan, 2006*).

Based in the preliminary announcement of the result (*Keswick, 2023*), the group performance had improved in 2022 due to normal travel conditions. Most of the properties reported better earnings, but some parts of Asia like Hong Kong and Tokyo were still affected by COVID restrictions.

2. External environmental, PESTEL analysis

As mentioned in the introduction of the report, a significant number of the changes that have occurred in the workplace are the result of ongoing economic volatility and technology disruptions.

In this part of the report, the author of the report will be implementing the PESTEL analysis, that is a diagnostic tool and a management framework, the analysis finding will help to comprehend external influences on the company that may affect strategy and commercial choices (*CIPD, 2023*). PESTEL stands for.

Political: The Hotel Group business is at risk due to potential economic and financial market disruptions, including recession, inflation, deflation, currency fluctuations, credit restrictions, business failures, and increased financing costs, which could increase operating costs and hinder strategic objectives (*Keswick, 2023*).

Economic: Market, credit, and liquidity risks are only a few of the financial hazards that the Hotel Group must deal with. Due to stock and debt investments, market risks include foreign exchange, interest rate, and securities price risk. Contractual cash flows, credit exposures, and bank deposits are the main sources of credit risk. A decline in the Hotel Group credit rating or its inability to fulfil its financial obligations could result in a risk of *liquidity* (*Keswick, 2023*).

Social: Talent attraction and retention are key components of the Hotel Group competitiveness. Due to the pandemic have increased demand for e-commerce and faster digital investments, there is a labour shortage. Capabilities and control gaps could result from workforce rationalisation. Because employee preferences are changing, the Hotel Group faces greater risk in attracting and retaining talent (*Keswick, 2023*).

Technology: Mandarin Oriental Hotel Group have an increasing reliance on technology and cyber-attacks pose a threat to the privacy and security of customer and corporate information. Inadequate cybersecurity or lack of employee awareness can lead to brand damage, impaired customer trust, loss of competitiveness, and regulatory penalties (*Keswick, 2023*).

Environmental: Natural catastrophes such as typhoons, floods, and earthquakes can destroy property and interfere with business operations. Storm frequency has increased due to climate change, which has raised insurance costs. Negative publicity might arise from disputes between businesses and campaigners. Governments are pushing electric vehicles, renewable energy, and carbon pricing (*Keswick, 2023*).

Legal: The operations and financial performance of the Mandarin Oriental Hotel Group business could be impacted by new or evolving laws and regulations in a number of areas, including foreign ownership of businesses and assets, exchange controls, construction and environmental standards, competition, taxes, employment, and data privacy. Labour availability has been impacted by travel restrictions and more stringent work visa regulations. Non-compliance may result in financial loss from legal action or fines imposed by authorities, as well as negative publicity from media exposure (*Keswick, 2023*).

On the graphic below it demonstrates some solutions to reduce risk of loss (*Keswick, 2023*).



3. What leadership style is Mandarin Oriental Hotel Group used to manage the change?

Before planning changes, leadership management implemented leadership style to be followed, leadership style is an effective team management requires a set of skills beyond individual contributions, managers must motivate employees to perform their best and invest in the company success. Understanding and adapting management styles is crucial for effective leadership, including interactions, planning delegating, setting goals and making decisions (*Miranda & Main, 2023*).

(*Northouse, 2016*) indicates that there is not a single, effective leadership strategy that instead, successful leader are those who can modify the staff member behaviour to fit in demands of a given circumstance. Different leadership style is applied to the employees development needs.

As it mentioned (*Lindert, et al., 2022*), four I's principles are included into transformational leadership:

- Idealised influence: Emphasise respect, trust and moral behaviour.
- Inspirational motivation: Creativity and innovation.
- Individual consideration: Recognising each individual priority and concerns, it helps them to feel supported.
- Individual opportunities: leaders achieve transformation by working with staff members, aiming for the employees to respond optimistically and have a sense of commitment within the organisation.

Transformational management is a style that encourages employees to think creatively and reach their full potential. It prioritizes constant change and growth, questioning the status quo and providing feedback. This style is crucial in rapidly growing companies and industries. However, too much focus on growth can hinder day-to-day success.

Transformational leaders must balance clear expectations and stable milestones to maintain employee satisfaction (*Miranda & Main, 2023*).

4. How was the organisational culture impacted due to the development and implementation of change?

(Huertas - Valdivia, et al., 2019), mentioned that the hotel industry follows a rigid pyramidal organisational chart, it is commonly described as being highly hierarchical and using traditional management strategies.

Organisational cultures can be characterised in a variety of ways, but fundamentally, they share values, attitudes, and practices of members inside a particular organisation. Individuals follow the rules and then interpret the resulting actions to construct corporate culture through an iterative process. As a result, it can be argued that a culture can be defined in part by social norms and practices and that people can successfully create a sufficient social reality by adhering to these standards of behaviour (Kwantes & Glazer, 2017).

Many leaders overlook the impact of their company culture on the success of introducing new technology. Resistance to change can be due to lack of structure or lack of consideration for the culture potential to inhibit or support change. Change culture, where people are not held accountable, can make technological changes harder to establish. Therefore, implementing new technology requires a change in the company culture (Lee, N, d).

As it mentioned (Bozkus, 2023) the digital age has brought about significant technological advancements, transforming business operations. The adoption of new technologies requires organizations to understand the benefits and challenges of these changes. However, the adoption process is not without challenges. A successful corporate culture is crucial for successful technology adoption. This culture should foster a growth attitude, open communication, and teamwork. Both macro and micro-level factors play a role in this relationship. On a larger scale, businesses must adapt to the rapid technological development, escalating competition, and changing customer preferences. At the micro-level, individual attitudes and behaviours also play a role in successful technology integration. Organizations must invest in training, skill development, and change management initiatives to ensure employees are equipped to navigate the dynamic landscape shaped by technology.

Organizations face challenges in integrating new technologies into their processes and infrastructure during the deployment stage. Effective change management is crucial to address potential resistance from staff. Targeted training and skill development investments promote a learning culture. During the optimization stage, organizations refine technology usage and process changes to maximize benefits. Balancing current technology advantages

with adaptability is challenging. Data and analytics can guide decision-making and promote continuous improvement (*Bozkus, 2023*).

Digital transformation is a strategic requirement for enterprises, integrating digital technologies into various functions. It significantly impacts organizational culture, which includes values, beliefs, customs, and behaviours. Digital transformation can disrupt and redefine corporate culture by developing an innovative and adaptable culture, increasing productivity, automating jobs, and streamlining operations. It encourages a growth mentality, cooperation, and continuous learning. Digital tools and platforms facilitate smooth communication, knowledge exchange, and collaboration, fostering an inclusive and empowered work environment. However, digital transformation can also lead to cultural inertia, reluctance to change, and fear of job displacement. Effective change management techniques, transparent communication, and employee engagement are necessary to overcome these obstacles. A supportive and flexible culture can boost worker satisfaction, attract top talent, encourage creativity, and improve organizational performance (*Bozkus, 2023*).

Section 2. Critical Evaluation of the Change Management Models

This part of the section will discuss and evaluate the differences between those three change Management Models, Lewin Three – step model, Kotter's Eight- Step model and ADKAR.

Change models help managers to plan and execute changes by providing necessary resources and plans. Leaders provide signals for adjustments and outline pathways, while providing resources and assistance. However, without members, change is impossible. Leader must also provide tools, infrastructure, instruction, space, and organizational cover. Misinterpreting plans and implementing them wrong can lead to failure, so experimentation is crucial for early stage (*Senior, et al., 2020*).

2.1 Lewin's Three–Step Model, planned approach.

Kurt Lewin's Unfreeze – Change – Refreeze model, developed in the 1940s, outlines a three-stage process of organizational change. Lewin, a physicist and social scientist,

explains that successful change begins with understanding the need for change and re-examining assumptions about oneself and others (*team, N,d*)

Lewin three – step model, it has become the best know and arguably the most influential approach to organizational change (*Burnes, 2019*), this model demonstrated compatibility with the other behavioural change development models.

2.2 Kotter's Eight-Step, plan for Implementing Change

Dr. John Kotter's 8-step model is a change management framework that guides organizations through urgency, coalition building, vision formulation, volunteer enlistment, action enabling, wins generation, and sustaining acceleration (*Kotter, N,d*).

(*Aldemir, 2010*) mentioned that Kotter offers an eight- step approach to directing change, with a focus on leadership as it core, the processes can be classified under the following three titles: generating – consolidating – anchoring.

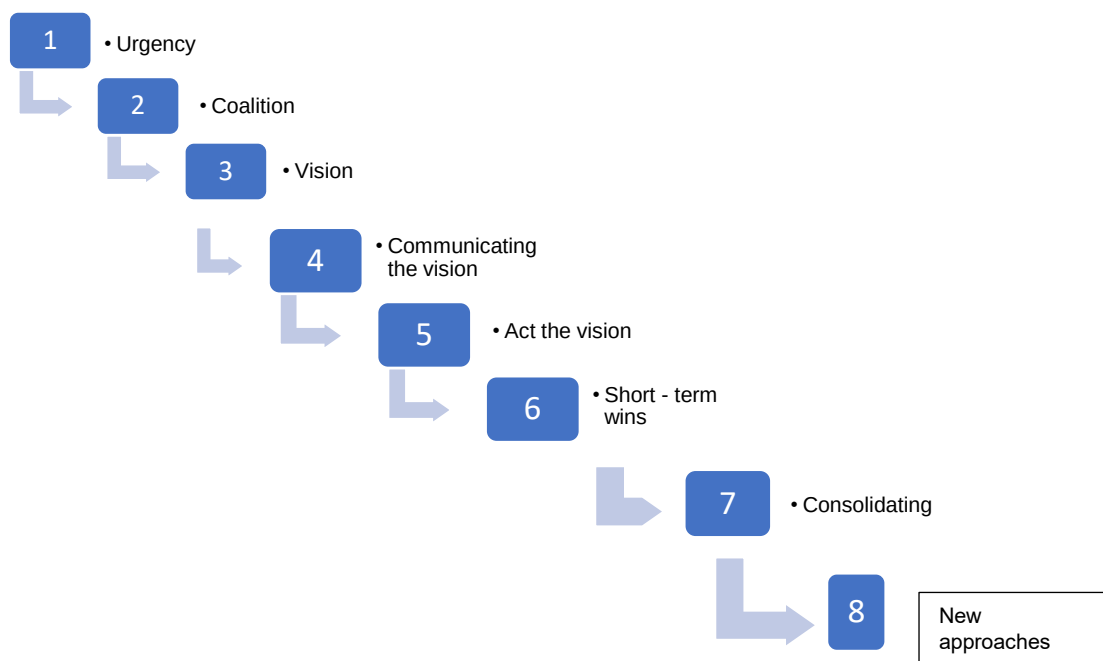


Figure 2 (Tabila, 2024)

As it mentions in the figure above, the first step it established sense of urgency, by examining market and competitive realities. The second step is by forming a powerful guiding coalition, by encouraging the group to work together as a team, the third step is creating a vision when it help direct the change effort, fourth step by communicating the vision by building alignment and engagement through stories. The first until the fourth step it is associated with generating or unfreezing the organisation. The second part of the stage that it consist in fifth step until the seventh step it called consolidating or changing. Fifth step

is empowering others to act on the vision by getting rid of obstacles to change, the sixth step is by planning for and creating short-term wins by creating improvements, and the last step of the stage is consolidating improvements and producing still more change by reinvigorating the process with new projects. And lest last part of the stage is anchoring or refreezing, the eight step is institutionalizing new approaches by developing the means to ensure leadership development and succession (*Aldemir, 2010*)

2.3 Adkar Model

Early study by Prosci founder Jeff Hiatt led to the conception of ADKAR, which is aimed to match traditional change management practices with project goals and achievements. The original purpose of the ADKSR model was to assess how well change management initiatives, with training and communication it contributes to the final outcome of the organisational change (Prosci, n.d.)

ADKAR is the acronym for Awareness, Desire, Knowledge, Ability and Reinforcement, which represents the five milestones for successful change realization (*Prosci, n.d.*)

- Awareness : early communication related to the organisation change.
- Desire: is a goal/outcome of sponsorship and resistance management
- Knowledge: training and coaching.
- Ability: implementation the change at the required performance level.
- Reinforcement: ensure change sticks.

The ADKAR model of change management focuses on individual change and ensuring each person makes the transition, this approach has practical applications and allows for measuring progress and identifying gaps (*Angtyan, 2019*), the model directs change management activities and helps measure the effectiveness of the change process. Managers use the model to provide training or coaching to help individuals overcome challenges. As is mention *Angtyan (2019)*, this model it can be used for both project and non-project change and is effective as an individual change model outside of the organizational settings. Successful change programs involve both the tangible aspects of change management and the soft aspects of the transition process.

Section 3. Proposal and Implementation of Change Strategy

3.1 Propose a management plan.

The hotel group priorities sustainable operations in its luxury hotels and residences, implementing a strong governance structure and incorporating sustainability elements into policies (N, N,d).

Sustainability in the business is the ability to sustain processes over time, preventing resource depletion in business and policy contexts. Sustainable policies focus on the future impacts on humans, ecosystems, and the economy. As concerns about climate change, biodiversity loss, and pollution increase, the world is adopting sustainable practices (Mollenkamp, et al., 2023).

The Hotel Group are committed with sustainability, breaking down with their goals into four pillars that consist in, planet, community, guest and colleagues (Group, 2023).

The sustainability department collaborates with engineering and operations teams to set water reduction targets for all properties, recording waste intensity and diversion monthly. Best practices are shared through internal platforms like MyMO platform (Group, 2023).

Mandarin Oriental established a dedicated sustainability department in 2022 to improve its governance structure. They use the Greenview Portal for sustainability data management and are aligning with industry criteria. The Greenview software solutions to help with data collecting and analysis, the Greenview Hotel Footprinting tool is recognized by the GSTC (N, N,d).

Mandarin Oriental partners with local communities and organizations for conservation and restoration projects, promoting environmental stewardship and responsible tourism. The brand educates guests, employees, and stakeholders on sustainability initiatives, fostering a culture of environmental consciousness to create a positive impact on the planet (Team, N,d)

In the hotel they are strict especially in term of waste, housekeeping department they need to separate from what need to be recycle to from non-recycle as the back house department they in charge to double check that every waste is in order.

Minimizing food waste is crucial in the hospitality, as organic waste contributes to 10% of global greenhouse gas emissions. The hotel Group initiatives include educational campaigns, food donation, biodigesters, composting and green energy conversion (Group, 2023).

Based on the statement from the sustainability report, Mandarin Oriental Hyde Park, has implemented for all their staff member in their canteen to one day no bin. Consist in every Tuesday to not throw any food that all staff members did not manage to finish. This process it will reduce food waste and eat what it can manage.



Figure 3 (Park, 2023)

Mandarin Oriental Hotel Group are committed with the employee grow and based on the new change that they implemented with not bin Tuesday, is like a cycle, a self-consciousness that it creates and bring home.

Those changes environmental that the hotel group has implemented to help to create a better for future, like reducing plastic, and by providing the staff members a proper training in each department on the importance of being greener, those small changes it can make a huge impact. Later by end of this section, will discuss in deep what other change they implemented on the hotel in London and what leadership styled has been input.

3.2 What leadership style would be suitable for initiating and implementing the strategic plan.

Change models help managers plan and execute changes by providing necessary resources and plans Leaders provide signals, explanations, and pathways for adjustments while providing tools, infrastructure, instruction, and organizational cover. However, without member change is impossible, experimentation is crucial for early adopters and change vanguards to put things back on track and problem-solve, leader must provide enough time and resources for successful change implementation.

The McKinsey 7S is a model will be suitable for the propose a management plan, (Hayes, 2018) mentioned that Tom Peters and Robert Waterman crated the McKinsey 7S model in 1982, the multidimensionality of an organisation led to the model establishment as an important and outstanding research instrument in business. The management by objectives idea serves as foundation for the framework. It consists of seven general components that analyse personnel, higher aims and values, especially culture, as well as strategy, structure, system and skills. (Jurevicius, 2023), that all the seven areas are interconnected and a change in one area requires change in the rest of a firm for it to function effectively, which represents the connections between seven areas and divides them into 'Soft Ss' and 'Hard Ss'. The shape of the model emphasises the interconnectedness of the elements, (Chmielewska, et al., 2022) mentioned that those factors are generally straightforward to identify, and management can influence them directly.

As it mentioned (Hayes, 2018), the organization activities and circumstances are modelled by is structure, which is often expressed in terms of roles, responsibilities, authorizations, and hierarchies, the system procedure are described as those processes that, in order to accomplish success within the organisation and work towards a shared objectives, coordinate and engage individual staff member and activities. The strategy indicates how well an organisation performs in reaching their goals and objectives. The soft component is referred to as the other part, the entirety of each employee unique capabilities within the company is defines as their skills. (Hayes, 2018), the staff member are individual who have been hired by the organisation and possess varying levels of training, knowledge, skills, and competence. This style explains the relationship between rights and obligations inside the company, as their belief, opportunities, and attitudes among individual are supported by shared values

(Huertas - Valdivia, et al., 2019) recommended to apply participative approach, to inspire the workplace and increase emotional capital.

5. Conclusion and recommendations

Based on the report, organisations operate in various structures with unique advantages and disadvantages, that the reason of the organisational changes.

For some people, changes have a psychological effect on us and can occasionally be threat or make matter worse, but it can also bring optimism that circumstances will improve from what they were. For those changes having a proper leadership style of each company or personally can prevent external and internal issues by having a goal at specific time.

As mentioned in (see **Brief overview of Mandarin Oriental Hotel Group**) when they announced the new chief executive, most staff members were surprised, especially because his work experience was in retail rather than in hospitality, but it was not about what sector industry worked before it was about, his leadership style. As his focus has been in creating recognisable brands. In addition to leading the development of new and iconic brands, Mr Kleitman has established growth strategies that prioritise customer-centric innovation and develop digital platform for the companies.

Change is crucial for organizations especially those established for a while, to quickly to adapt to suddenly change like COVID-19 pandemic, the Kotter 8's step model combined with Lewin's model is recommended, by building strong relationship with staff is the key to success and implementing changes is easier when they have strong relationship. The Lewin model is similar but with more comprehensive approach after unfreezing the 8-step model is applied and the process is completed.

As it mentioned (*Lee, 2008*), when it comes to organisational change and how it affects the operational performance, adaptability is crucial, in order to enhance performance going forward and change is necessary, however the key to managing performance through change is having a natural capacity to adjust to changing expectations.

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