

Business and Management in Asia: AIT Edition

Tobias Endress

Yuosre F. Badir *Editors*

Business and Management in Asia: Disruption and Change

 Springer

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Preface

The emerging markets in the Asian region are changing fast and have the potential for high growth but are also prone to various risks. The Asian business world constantly faces new global and regional challenges (such as climate change, pandemic, technology change, and regional conflicts, to name a few) which directly influence how businesses operate and are managed. Strategies are needed to address these challenges and explore the opportunities inherent to disruption. This book presents innovative ideas and valuable managerial solutions produced by the region's managers and decision-makers who think and act creatively. Each chapter in this book series contains different contributions that deal with new ideas of strategic orientation, organizational issues as well as technical and methodical approaches.

The book at hand is the second volume in the “Business and Management in Asia” series. The prior publication, titled “Business and Management in Asia: Digital Innovation and Sustainability,” received widespread recognition and positive feedback. It became a vital resource for both scholars and professionals alike. The focus of the 2023 edition is on “Disruption and Change” in the Asian region. In this context, managers and policymakers face a fast transformation of existing structures and business environments. From a business perspective, *change* is the adoption of business strategies, activities, and operations that meet the needs of the firm and its stakeholders today while protecting, sustaining, and enhancing the human and natural resources that will be needed in the future. *Disruption* refers to the radical changes in existing industries or markets due to technological innovation breakthroughs. There is a consensus among scholars and practitioners that organizations must manage the change well to flourish in a competitive business environment. Many business models need to be rethought to establish new ways to stay competitive. The book, with its practical examples, gives the reader impulses for fresh Asian approaches and encourages them to dare to think and act in new ways.

This book comprises 11 chapters.

Chapter one is entitled “**Disruptive Business Climates**”. This chapter discusses how disruptive business proposals, driven by innovative technology and changing demographics, have transformed traditional approaches to the business world.

Chapter two “[The Best Change Models for Asian Business and Management](#)”, highlights the importance of change management in growing businesses, emphasizing the need to consider cultural, economic, and political factors in Asia’s diverse region.

Chapter three is named “[Driving Success in Asia: The Essential Role of Disruption](#)”. It explains how disruption goes beyond change, transforming entire systems and bridging the gap between advanced and developing digital economies in Asia.

Chapter four entitled “[Frontier Technologies Supporting Sustainable Development in Business](#)”, is dedicated to sustainable technology, shedding light on innovative solutions that consider the environment, ecological risks, and sustainable products.

Chapter five “[Cultural Change at a Shipbuilding Joint Venture in Vietnam: Hard or Soft Value for Partnership?](#)”, delves into the complexities of cultural change within international joint ventures, focusing on the intercontinental shipbuilding industry in Vietnam. The chapter explores how cultural differences can inspire innovative solutions and drive organizational and individual changes.

Chapter six named “[Digital Transformation and Resilience: Navigating Disruptions in Asian Emerging Markets](#)”, examines the implications of digital disruption in Asia’s emerging markets. It provides a comprehensive analysis of the Fourth Industrial Revolution (4IR) and its impact on Asian developing economies.

Chapter seven “[Disruption and the Gig Economy: What’s Next?](#)”, explores the transformative impact of the gig economy, which has disrupted traditional industries but is now struggling to find sustainable business models. It delves into the challenges and benefits of the gig economy, discussing issues such as labor rights, job security, and regulatory control.

The title of chapter eight is “[Adopting Tele-migration in Developing Asian Market: Exploring Drivers in the Face of Change](#)”. It explores the emerging trend of tele-migration, enabling individuals to work remotely from foreign countries. This chapter utilizes the diffusion of innovation theory to examine the internal and external factors that drive individuals in developing Asian markets to embrace tele-migration.

Chapter nine is entitled “[Back to Work or Remote Work: Trends and Challenges](#)” and investigates the evolving working mode policies in Asian countries, particularly in the context of the post-pandemic return to work.

Chapter ten is about “[Managing the 3 Ps in Workplace Disruption: People, Place and Process in the Case of Co-working Space](#)”. It explores the impact of digitalization and the pandemic on workplace design, particularly the rise of co-working spaces. It also offers recommendations for designing co-working offices that meet users’ needs.

Chapter eleven entitled “[Organizational Resilience, Innovation Capabilities, and SME Performance in High-Risk Contexts](#)”, focuses on the relationship between innovative capabilities and SME performance in high-risk contexts, such as emerging Asian economies. It emphasizes the importance of both explorative and exploitative innovation capabilities in helping SMEs thrive.

Asia stands at the precipice of immense transformation. As the world’s largest and most diverse continent, its growth trajectories are inextricably linked with the tides

of global change. In “Business and Management in Asia: Disruption and Change,” we dive deep into the pressing challenges and boundless opportunities that lie ahead for the Asian business landscape. By shedding light on strategies, technological advancements, and novel approaches to business, this book equips readers with the knowledge and tools to navigate an era characterized by rapid disruption and change. In essence, this book serves as a compass, guiding readers through the complex world of Asian business and management. Through meticulous research and insightful analysis, we hope to inspire readers to embrace change, harness disruption, and craft a brighter future for Asia and the world at large.

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The Best Change Models for Asian Business and Management



Ayşe Meriç Yazıcı

Abstract Change is an inevitable but difficult aspect of a growing business. Change management models are concepts, theories, methodologies, and strategies that provide an in-depth approach to organizational change. Change management strategies in Asia must take into account the unique cultural, economic, and political factors that exist in the region. Asia is a diverse region with many different cultures, languages, and traditions. It is important to understand these cultural differences in order to develop effective change management strategies. Understanding the basic principles of Asian change management models and frameworks enables organizations to draw on best practices, tactics, and strategies that they can rely on when facilitating change projects. Relying on the foundations of these change models allows organizations to develop more effective, strategic, and contextual change initiatives. There are a variety of established models available today. The challenge is to find the most appropriate change model for the organization. In this study, Lewin's change management model, the McKinsey 7-S model, ADKAR change management model, the Kubler-Ross change curve, Kotter's 8-step theory, and Deming Cycle (PDCA) change models are designed to serve as compasses to ensure adoption of new processes and maximize return on investment for business process changes.

Keywords Change · Change management models · Asian business

Introduction

When societies are analyzed through historical processes, they have been in change and development in social, cultural, political, and economic dimensions (Strangleman, 2016). Every change, no matter for what reason it is triggered, causes a disruption of balance in the area where it takes place. This means the deterioration of the relationships that people, organizations, and the environment develop with

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each other. For the disrupted relations, the parties try to adapt to the new situation and re-establish a balance by redeveloping their relations with each other. Achieving balance means the realization of change (Rüsen, 2012).

Asia is a continent with many countries and different cultures. Therefore, perspectives on change management may differ across the region. Asian cultures often prioritize stability, tradition, and harmony. As a result, there may be a greater emphasis on maintaining the status quo and being cautious about change (Garcia et al., 2014). Asian cultures often have a long-term orientation and focus on sustainable growth and stability rather than immediate results. This perspective can influence change management approaches by emphasizing gradual and incremental change rather than sudden, disruptive change (Whitley, 1990). Asian societies often value collective identity and group cohesion. This can influence change management efforts by emphasizing the collective benefit of changes rather than individual interests. Collaborative decision-making involving key stakeholders and encouraging the participation of employees or community members is often seen as crucial for successful change implementation (Guan et al., 2005). Business and management in Asia have experienced significant disruption and change in recent decades. Several factors are contributing to this transformative landscape, including technological advances (Gomber et al., 2018), changing demographics (Chatterjee & Ghosal, 2014), evolving consumer behavior (Kim et al., 2002; Kundu, 2009) and geopolitical developments (Kim, 2019; Krishna, 2018).

To navigate the disruptions and changes in Asia, businesses and executives need to adopt a forward-thinking approach. Embracing digital transformation, staying abreast of emerging technologies, understanding local consumer preferences, and building agile and flexible organizations are key factors for success in the dynamic Asian market. It is important to note that these observations are generalized and may not apply equally to all Asian countries or organizations. Each country and organization in Asia may have its unique perspective on change management, influenced by factors such as cultural diversity, economic development, and historical context. Change and change management in organizations may seem interchangeable, but there are important differences between the two, and in the absence of a clear boundary, people may lack clarity about what is required to drive a change initiative forward. In this context, this study addresses change management models that can help improve the deterioration of business and management in Asia.

The Concept of Change

The concept of change refers to the process or act of moving from one state, condition, or form to another (Iverson, 1996). Change is a natural part of life and is observed in various aspects of human existence, including personal, social, cultural, organizational, and natural phenomena. Change can occur at different scales, ranging from individual transformations to broader societal changes (Yazıcı, 2022). The change covers a wide range of dimensions, including physical, emotional, psychological,

social, economic, political, and environmental aspects. Change can be driven by various factors such as technological advances, cultural changes, economic trends, scientific discoveries, political developments, or personal experiences (Jansen, 2000).

Understanding and managing change effectively is a critical skill in a variety of fields, including leadership, management, psychology, sociology, and organizational development. It involves recognizing the need for change, analyzing the current situation and desired outcomes, planning and implementing strategies, monitoring progress, and adapting as necessary. Change management frameworks and methodologies have been developed to guide individuals and organizations through the complexity of change, promote successful transitions, and minimize potential disruptions (Al-Haddad & Kotnour, 2015).

Change Management

Change management refers to the process of planning, implementing, and leading individuals, teams, and organizations through a significant transition or transformation. It involves understanding and addressing the human side of change to ensure its successful adoption and integration within an organization (Moran & Brightman, 2001). Effective change management helps organizations navigate through changes in strategy, technology, processes, structure, or culture. It involves managing resistance to change, communicating the need for change, and providing support to individuals and teams as they adapt to new ways of working (Stouten et al., 2018). Change management is a dynamic process that requires flexibility, adaptability, and continuous improvement. By following these principles and practices, organizations can increase the likelihood of successful change implementation and minimize resistance and disruption (Revenio & Jalagat, 2015).

Change management is the deviation of an organization from the status quo or uniform trends (Huber & Glick, 1993). Organizations should manage change to prevent change from being a problem. Change management is simply the art of managing change. In other words, change management is planning the change process in the organization, determining an appropriate strategy, and implementing the change around a systematic model. Therefore, the purpose of the change is to transform the organization into a more competitive, more effective, and higher-performing one (Gill, 2003). In this respect, change management is a discipline that enables businesses and employees to efficiently achieve performance goals such as creativity and market share. This process involves achieving and sustaining change objectives by developing the right change strategies, implementation models and processes, organizational structures, organizational culture, competencies, and employees (Worren & Moore, 1999).

Theories of Change Management

Change management is an important field of study to examine the application of existing innovators to a constantly changing world. Models and processes in change management contribute to success with new plans in a challenging environment. In this part of the study, some change models are proposed for disruption and change in Asian businesses and management.

Lewin's Change Management Model

Lewin (1958) approaches the nature of the change process in three basic steps. The first step involves resolving the current level of behavior. The second step is called movement and involves taking action to change the social system of the organization from the original level of behavior or operation to a new level. The third step is called refreezing. This involves establishing a process that ensures that new levels of behavior are relatively safe from returning to previous modes of operation (Siegal et al., 1996). Despite its apparent simplicity, it has also been argued that Lewin's theory focuses on the magnitude of change while ignoring the speed of change and is therefore not applicable to radical processes (Dickens & Watkins, 1999).

Lewin's change management model can be effective in raising awareness among Asian businesses and management of the need for change and preparing individuals and the organization for the transformation that is coming. In Asian cultures, where hierarchical structures and respect for authority are often prominent, it is important to gain support from employees and stakeholders, highlight the benefits of change and emphasize how it is aligned with the overall vision and values of the organization (Phau & Chan, 2003). Asian organizations can face unique challenges due to cultural factors such as the often close-knit and risk-averse nature of the organization. To overcome these challenges, it is crucial to involve employees at all levels in the change process (Rao, 2019). Asian cultures often value harmony and consensus, so encouraging a participatory and collaborative approach helps to overcome resistance. Providing training, support, and resources to employees can increase their readiness for change and facilitate a smoother transition (Alexa, 2022).

In Asian businesses, where loyalty and long-term relationships are highly valued, it is crucial to ensure that changes are embedded and sustainable over time. Recognizing and rewarding employees who embrace change and demonstrate desired behaviors can further entrench the new culture. Leadership must also play a vital role in role modeling and continually reinforcing desired changes. It is important to note that Asian cultures are diverse and there may be differences in the application of change management approaches between different countries and contexts. Cultural sensitivity and adaptability are required when applying any change management model to Asian businesses. Understanding local cultural nuances, values and communication styles will enhance the effectiveness of change initiatives in these

contexts. Overall, Lewin's change management model can serve as a valuable framework for guiding and implementing change in Asian organizations. By focusing on unfreezing, changing, and refreezing phases, organizations can navigate cultural considerations and successfully drive change in their specific contexts.

McKinsey 7-S Model

The McKinsey 7-S model is a research tool that takes into account the multidimensionality of an organization, team, and individual level. McKinsey's 7-S model consists of strategy, structure, systems, skills, personnel, style, and shared values (Chmielewska et al., 2022).

The strategy involves the transformation of the organization from its current position to its new position as determined by the objectives. Structure defines and determines roles, responsibilities, and accountability relationships (Singh, 2013). Systems are the formal procedures of the organization or project team. They include management control systems, performance measurement/reward systems, planning, budgeting, resource allocation systems, and information systems. Systems influence behavior because they are the mechanisms that affect the resources available for a particular entity, as well as the mechanisms by which individuals are rewarded and groups are measured (Spaho, 2014). Skills are the actual skills and competencies of employees. Personnel refers to the number and type of staff within the organization. Style is how key managers behave in achieving the organization's goals. Common goals refer to the central beliefs and attitudes of an organization (Sumbane et al., 2023).

When applying the McKinsey 7-S model to Asian businesses, it is important to consider the cultural context and unique characteristics of the region. Asian businesses need to develop strategies that are aligned with their specific market dynamics, competitive environment, and cultural factors. Asian businesses may face unique challenges, such as diverse customer preferences, government regulations, or cultural norms. It is essential to adapt strategy to these factors. Asian businesses often have hierarchical structures with decision-making concentrated at the top (Fregidou-Malama et al., 2023). This can lead to slower decision-making processes and limited empowerment of lower-level employees. Implementing a structure that allows for greater agility, delegation of authority, and collaboration at different levels can improve organizational effectiveness. Systems in Asian businesses should support the organization's strategy and structure. This includes processes, procedures, and technology that facilitate efficient operations and communication. Asian businesses often prioritize relationships and face-to-face interactions, so finding ways to balance traditional practices with modern systems can be beneficial (Rundh, 2021).

Developing and nurturing the right skills and capabilities in employees is crucial for Asian businesses. Investing in training programs, talent development, and cross-functional collaboration can enhance an organization's ability to adapt to changing market conditions and drive innovation. Building a diverse and inclusive workforce

is important for Asian businesses to benefit from different perspectives and expertise (Wei & Nguyen, 2020). Talent acquisition, retention, and development practices should focus on attracting and retaining the best talent, regardless of their cultural background or gender. Leadership styles in Asian organizations may vary across different countries and regions. Understanding and adapting to local leadership styles, as well as adopting more modern and inclusive leadership approaches, can improve employee engagement and organizational effectiveness (Li et al., 2019). Asian businesses often have different cultural values and philosophies that influence decision-making and organizational behavior. These values may include respect for authority, emphasis on relationships, long-term orientation, and hierarchical structures. Understanding and adapting to these shared values is crucial for success.

ADKAR Change Management Model

ADKAR model consists of five elements that define the basic building blocks for successful change. These five elements are awareness, willingness, knowledge, ability, and reinforcement (Ali et al., 2021). ADKAR change management model is a framework that helps organizations and individuals navigate through change. It provides a structured approach to effectively manage and guide individuals through change, helping them to be ready, willing, and able to adapt and embrace new behaviors or ways of working (Hiatt, 2006):

While ADKAR model is not specific to any region or culture, its principles can be applied to Asian businesses or any other region, taking into account some cultural considerations. ADKAR model can be applied to Asian business and management as follows.

In Asian cultures that value hierarchy and respect authority, it is crucial to involve leaders and senior management in communicating the reasons for change. They can use their influence and credibility to emphasize the importance of the change initiative and its impact on the future of the organization. Once awareness has been created, it is necessary to create a desire for change among employees. In Asian cultures, where loyalty and collective cohesion are highly valued, it is crucial to emphasize how the proposed change is aligned with the long-term goals of the organization and how it benefits employees personally (Sogancilar & Ors, 2018). Emphasizing the potential positive outcomes for both the individual and the organization can help to foster a desire for change.

Improving the ability to implement change involves providing employees with the necessary resources, support, and tools. In Asian cultures where teamwork and cooperation are valued, fostering a collaborative environment can improve employees' ability to adapt to change. Encouraging cross-functional teams, peer learning, and mentoring can contribute to the development of necessary skills and abilities (Sharifrad & Ataei, 2012). The final step is to reinforce change by recognizing and celebrating successes, providing ongoing support, and monitoring progress. In Asian cultures that value recognition and maintaining a good reputation, recognizing and

rewarding individuals and teams for their efforts can reinforce change and motivate greater participation. Regular communication, feedback mechanisms, and local contextualization can also contribute to sustaining change in the long term (Franco et al., 2002).

Kubler-Ross Change Curve

The Kubler-Ross change curve consists of five stages: denial, anger, bargaining, depression, and acceptance (Kubler-Ross, 1969). The Kuler-Ross change curve is now widely used to manage dramatic change and perceived crises, particularly in large organizations where staff is often faced with sudden news associated with major reorganizations. By understanding both personal and staff reactions to change, understanding one's position on the change curve can help manage the situation by maintaining perspective and objectivity and ultimately enabling leaders and followers to transition to the new normal (Corr et al., 1999).

The Kubler-Ross change curve can be applied to Asian business and management as follows. Individuals may initially reject or resist the need for change. In some Asian cultures, there may be a strong emphasis on stability, hierarchy, and tradition. As a result, employees and leaders may initially resist or downplay the need for change because of concerns about disrupting the status quo or challenging authority. As the reality of change sets in, individuals may experience frustration, anger, or resistance (Hon et al., 2014). In a business context in Asia, it is crucial to address any concerns or complaints openly and respectfully. Maintaining harmony and saving face are important cultural values in many Asian cultures, so finding ways to address anger and defuse anger without causing public embarrassment is crucial. Individuals may try to negotiate or find ways to prevent change or delay change (Markus & Kitayama, 1991). In a business context in Asia, this may involve seeking compromises or alternative solutions that balance the need for change with the desire to maintain stability or preserve existing relationships. Building consensus and involving key stakeholders in decision-making can help to reduce resistance.

As the full impact of change unfolds, individuals may experience a sense of loss or sadness. In an Asian business context, it is crucial to provide support, reassurance, and open channels of communication to help employees cope with these feelings (Henderson, 2003). Offering counseling or mentoring programs can also be useful. Individuals face change and begin to adapt. In an Asian business context, fostering a culture of learning, providing training opportunities, and celebrating successes can facilitate acceptance (Dana, 2001). Recognizing and rewarding individuals and teams for their adaptability and resilience can further encourage a positive attitude toward change.

It is important to note that the Kubler-Ross change curve is a theoretical model and individuals may not necessarily linearly progress through the stages. In addition, the application of the model may vary depending on the specific cultural and organizational context in Asian businesses. It is recommended to consider cultural

differences, consult local experts, and adapt change management approaches to the specific needs and values of the organization and its employees.

Kotter's 8-step Theory

Organizations can increase their chances of success by strengthening their ability to change. Based on his many years of work, Kotter has implemented an eight-step process for leading change that contributes to the success of organizations in an ever-changing world. Kotter's eight steps include creating a sense of urgency, building a guiding coalition, developing a vision and strategy, communicating the vision, empowering broad-based action, creating short-term gains, consolidating gains and generating further change, and linking new approaches to culture (Kotter, 1995).

Kotter's 8-step theory is a widely recognized framework for leading organizational change. Kotter's 8-step theory provides a systematic approach to effectively managing and implementing change. Although the principles of Kotter's theory can be applied to organizations worldwide, they are particularly applicable to Asian organizations as follows.

In the context of Asian businesses, creating a sense of urgency may involve emphasizing the competitive environment and the need to adapt to changing market conditions. For example, emphasizing the rapid growth of emerging markets in Asia and the need to be ahead of the curve can help create a sense of urgency among employees. Asian cultures often emphasize collective decision-making and consensus-building. In this step, it is important to involve key stakeholders and influential people from different levels and departments of the organization (Lee et al., 2012). It is crucial to build a strong guiding coalition that represents different perspectives and can drive change. Asian businesses may need to adapt their strategic vision to align with cultural values and aspirations. Integrating cultural elements and addressing specific regional challenges can help make the vision more relevant and inspiring for employees (Zhao et al., 2021). It is vital to ensure that the vision is communicated and translated into actionable initiatives.

Effective communication is crucial in Asian cultures, where hierarchy and respect for authority are often valued. Communicating the vision and change initiatives through multiple channels such as town hall meetings, newsletters, and digital platforms is essential. Including leaders as role models and utilizing local language and cultural nuances in communication can improve understanding and acceptance. Asian businesses may face hierarchical structures that can inhibit employee empowerment. To address this, it is important to promote a culture of open communication, cooperation, and participatory decision-making (Yang, 2006). Empowering employees through training, delegating responsibilities, and creating cross-functional teams can encourage broad-based action and ownership of the change process. Celebrating quick wins is crucial to sustain momentum and build trust in the change process (Horwitz et al., 2003). In an Asian business context, recognizing

and rewarding individual and team achievements can be particularly effective in motivating employees. These short-term gains help to reinforce the belief that change is achievable and beneficial.

Building on the momentum of early successes, Asian businesses should focus on consolidating gains and further integrating desired changes into the corporate culture. This may involve revisiting policies, processes, and performance management systems to ensure alignment with the new vision. Consistent reinforcement of the change message and continuous improvement efforts are key to sustaining transformation. Finally, to ensure long-term success, Asian businesses need to anchor changes in their organizational culture. This involves aligning desired behaviors and values with organizational systems and structures. Leaders play a crucial role in modeling desired behaviors and ensuring that cultural changes are deeply embedded in the organization.

Deming Cycle (PDCA)

Deming opposed the idea that Taylor's scientific management system should transfer the responsibility of quality to managers by making sharp distinctions between management and employees, and considered this understanding as an understanding that emphasizes quantity by pushing quality to the background and argued that the management system should give importance to the human factor and motivation (Garvin, 1988). Deming focused managers to concentrate on the variability and causes of problems. He played an important role especially in the teaching of total quality to the Japanese and in the development of the Japanese manufacturing industry, as a result of which the Deming Award was started to be organized every year in Japan (Garvin, 1988). Deming, who played an important role in the development and spread of total quality management, based total quality management on 14 principles that bear his name. These 14 principles are listed below (Deming, 1960);

- (a) To ensure continuity in objectives for the development of services and products,
- (b) To adopt a new philosophy of quality and continuous improvement apart from traditional methods,
- (c) Stop depending on inspection to achieve quality,
- (d) To stop rewarding work done only with money,
- (e) To continuously improve service and production systems,
- (f) To provide continuous training for better performance of the profession,
- (g) Establishing leadership,
- (h) Overcoming fear,
- (i) Removing barriers between departments,
- (j) Avoiding slogans and lectures,
- (k) To abolish labor quotas,
- (l) Eliminating the factors that prevent employees from feeling proud of their achievements,

- (m) To prepare a rich training and self-renewal program,
- (n) To take measures to ensure change.

The Deming cycle is an activity that utilizes the management by objectives technique. These activities are shown in a circle for better understanding. It is a system that ensures a better quality of work at every turn of the circle. The basic approach to achieving the goal is the PDCA cycle, which is systematized as “Plan—Do—Check—Action”. The explanation of these cycles is given below (Jagusiak-Kocik, 2017):

Plan: Determining the goal answers the questions of how by whom, or by whom this goal will be realized. A plan needs to be developed to identify and define the problem, set objectives, and address the problem. This involves collecting relevant data, analyzing the current situation, and identifying the root causes of the problem. The plan should be specific, measurable, achievable, relevant, and time-bound (SMART).

Do: It is the implementation phase of the plan. This phase involves implementing changes, conducting experiments, and collecting data to test the effectiveness of the planned actions. It is important to document the process and the changes made during this phase.

Check: It is the stage of determining whether the changes in the implementation phase have achieved the desired result. It helps to determine whether the implemented changes resulted in improvement and, if not, to identify deviations or gaps. Statistical analysis and other quality tools can be used to evaluate the data.

Action: It means identifying and revising what is missing or incorrectly done. At this stage, appropriate measures are taken based on the findings. If the results are positive and the objectives have been achieved, the improved process or solution is standardized. If the results are not satisfactory, it is necessary to identify the reasons and modify the plan accordingly. This phase emphasizes learning from the results and continuously improving the process.

Asian businesses and managers can use the PDCA cycle as follows. Organizations set their goals, objectives, and strategies. They define what needs to be achieved and develop a plan to achieve it. For Asian businesses, the planning phase may involve setting specific goals and aligning them with region-specific cultural and market dynamics. In the “do” phase, the plan is executed. Asian businesses will implement the planned actions, allocate resources, and carry out the necessary activities (Andersson et al., 2014). This may involve training employees, utilizing technology, or changing processes to achieve the desired results. The “check” phase involves evaluating the results against the objectives set in the planning phase. Asian businesses will evaluate their performance, collect data, and analyze it to determine whether they are on the right track or if any adjustments are needed (Dahlgard et al., 2013). This may involve monitoring key performance indicators (KPIs), conducting audits, or obtaining feedback from customers and stakeholders. In the final stage, “Action”, Asian businesses take appropriate action based on the results and analyses conducted

in the previous stages. If the desired objectives have been achieved, they can standardize and implement successful practices. If the results are not satisfactory, adjustments and improvements are made and the cycle starts again. This stage emphasizes the importance of continuous learning and adapting to changing conditions (Lee, 2002).

Asian businesses often place great emphasis on long-term planning, relationship building, and maintaining harmony within the organization and the wider community. The PDCA cycle aligns well with these cultural values by encouraging continuous improvement and a systematic approach to problem-solving. In addition, Asian businesses can benefit from the iterative nature of the PDCA cycle as it allows flexibility and adaptability in a dynamic and rapidly evolving business environment. The cycle enables businesses to continuously improve their processes, products, and services by encouraging feedback, collaboration, and learning from both successes and failures. In conclusion, the Deming Cycle (PDCA) is a valuable framework for Asian businesses as it facilitates continuous improvement, aligns with cultural values, and supports their long-term planning and relationship-orientated approach. By applying the PDCA cycle, Asian businesses can increase their competitiveness, operational efficiency, and customer satisfaction while adapting to changing market conditions.

Conclusion and Future Recommendation

Change management is a crucial process for organizations worldwide, including those in Asia. Below (Table 1) is a table to present a comparative analysis of Lewin's Change Management Model, McKinsey 7-S Model, ADKAR Change Management Model, Kubler-Ross Change Curve, Kotter's 8 Step Theory, and Deming Cycle (PDCA) models. This table will help to compare the characteristics, applicability, advantages, and disadvantages of change management models.

While there is no one-size-fits-all advice for change management, there are some considerations that may be particularly applicable to organizations and management in Asia. Here are some suggestions to help guide change management efforts in the Asian context:

1. Understand cultural nuances: Asia is a diverse continent with a wide range of cultures, traditions, and values. It is essential to recognize and respect these cultural nuances when implementing change. It is necessary to take time to understand local culture, norms, and communication styles to ensure that change initiatives are compatible with the cultural context. Understanding cultural nuances and aligning change management efforts with these nuances is critical for businesses in Asia. In this context, it is important to understand communication styles, respect for cooperation and community values, understanding leadership styles, training and training materials, patience and flexibility, soliciting local views and feedback, and respect for cultural celebrations and holidays. It should be remembered that each country and even each region in Asia has its own cultural

Table 1 Comparative analysis of change management models

Model	Basic principles	Applicability	Advantages	Disadvantages
Lewin’s change management model	Unfreeze Change Refreeze	It has a simple and understandable structure	It offers a focussed change process	May proceed slowly and encounter resistance
McKinsey 7-S model	Strategy Structure Systems Skills Personnel Style Shared values	Suitable for large-scale organizations	It addresses all aspects of the organization	Can be complex and time consuming
ADKAR change management model	Awareness Willingness Knowledge Ability Reinforcement	Focuses on individual change and offers an approach tailored to personal goals	Provides a personalized and concrete roadmap	May be incomplete in addressing organization-wide changes
Kubler-Ross change curve	Denial Anger Bargaining Depression Acceptance	Focuses on individual emotional responses	Helps to understand emotional reactions	May not fit all change processes
Kotter’s 8-step theory	Urgency Coalition Vision Communication Empower Short-term wins Consolidation Anchor	Suitable for complex changes in large organizations	Focuses on all layers of the organization	May require time and resources to implement
Deming cycle (PDCA)	Plan Do Check Act	Suitable for continuous improvement and quality control processes	It makes the improvement process cyclical	Can be complex in large organizations

Source: (Lewin, 1947; Kubler-Ross, 1969; Kotter, 1996; Deming, 2000; Alam, 2017)

differences, so it is important to customize your change management approach according to the region and local conditions. Close cooperation with local leaders and employees can ensure a successful change management process.

2. Encourage open communication: Establishing open and transparent channels of communication is vital for successful change management in Asian businesses. It is necessary to encourage open dialogue and create platforms for employees to share their thoughts and concerns. Cultural preferences for indirect communication or hierarchical structures that may affect the flow of information need to be considered. Understanding cultural differences, collaborating with employees,

training and effective communication, local leadership and mentoring, social responsibility and social sensitivity, using communication technologies, and evaluating and adapting feedback are important in this section. Every organization is different and change management strategies should be tailored to the culture and needs of the organization. These recommendations can be a starting point to support the change management efforts of businesses in Asia.

3. **Involving key stakeholders:** Hierarchical structures and respect for authority play important roles in Asian cultures. It is necessary to involve key stakeholders, such as senior managers and influential people, in the early stages of the change process. Their support and involvement can help increase acceptance and facilitate a smoother transition. Cultural sensitivity, persuasion and solidarity, persuasive communication, role and responsibility definitions, training and support, cooperation and participation, feedback mechanisms, patience and flexibility, celebrating successes, and long-term thinking can be effective in this section. Change management processes can be complex, but effective involvement of key stakeholders can be the key to a successful transformation. These recommendations can help you to navigate change management more effectively in the Asian context. However, the needs of each business are different, so it is important to develop a customized approach.
4. **Build trust and manage relationships:** Trust is a crucial element in Asian business cultures. In particular, developing relationships with employees and stakeholders based on trust and respect is key. It can be helpful to focus on building strong interpersonal connections and show empathy to gain support and cooperation during the change process. Cultural sensitivity, cooperation and participation, clarity and continuous communication, balance of traditional and modern approaches, long-term thinking, leadership by example, training and support, and feedback and improvement are important. These suggestions can help to guide change management processes more successfully for businesses in Asia, but it is important to pay attention to specific requirements and cultural differences.
5. **Provide clear direction and purpose:** It is necessary to clearly communicate the rationale, objectives, and benefits of the change initiative to employees. In Asian cultures, where a sense of purpose and collective identity is often valued, it is important to emphasize how the change aligns with the organization's mission and contributes to the greater good. Cultural sensitivity, community engagement and relationships, internal communication, training and skills development, leadership role, feedback and monitoring, sustainability and long-term thinking, dealing with change resistance, and celebrating success are important. These suggestions can help support change management efforts for businesses in Asia.
6. **Offer support and training:** Asian employees may need additional support and training to adapt to change, especially if it involves new technologies or processes. Examples include providing comprehensive training programs, coaching, and mentoring to help employees develop the skills and competencies necessary for change. Conduct needs analysis, develop training programmes, provide coaching and mentoring, provide role models, provide community involvement, consider

language and cultural factors, provide interim feedback, show patience, reward change, and design the change management plan with these contexts in mind.

7. **Manage resistance sensitively:** Resistance to change is a common challenge in any organization. In Asian cultures, where maintaining harmony and appearance is highly valued, resistance may be expressed indirectly. It is important to be sensitive to this and address concerns respectfully and constructively, focusing on collaboration and finding win–win solutions. Understanding and respecting cultural differences, open communication, leadership and role model behavior, training and skills development, making change simple and gradual, feedback and improvement, patience and flexibility. Change management can be challenging for businesses in Asia, but with cultural sensitivity and effective communication, it is possible to make the process more successful. Every business is different, so it is important to adapt these recommendations to suit the specific requirements of the organization.
8. **Adapt to local regulations and practices:** Different Asian countries have different legal and regulatory frameworks. It is necessary to ensure that your change management efforts comply with local laws and regulations. Adapting to local practices and customs can also increase acceptance and minimize cultural friction. Adapting to local regulations and practices is a critical part of being successful in change management processes for businesses in Asia. In this context, it is important to collaborate with local legal advisors, communicate with local business partners, cultural sensitivity training, collaborate with local business people, focus on sustainable business practices, local language and communication, flexibility and adaptability, and collaborate with local communities. Adapting to local regulations and practices in the change management process is an important step on the road to success. These recommendations will help support the organization’s change management efforts in Asia. However, every situation is different and it is always best to develop a customized approach taking into account local conditions.
9. **Celebrate successes and milestones:** Achievements in the change journey should be recognized and celebrated. In Asian cultures, collective celebrations and acknowledgment of progress can foster motivation, morale, and a sense of achievement among employees. Rituals and celebrations, seminars and training, recognition and reward, open communication, community involvement, fun and rest time, and customization are important in this context. Celebrating successes in the change management process can increase employee motivation and promote a positive outlook on change. However, when implementing these suggestions, it is important to take into account the specific cultural dynamics of the organization and the expectations of its employees.

It should be noted that these recommendations are general in nature and may need to be adapted to specific countries, cultures, and organizations in Asia. Flexibility and an open mindset are essential to successfully manage change in diverse business environments.

Change management is constantly evolving as a field that aims to keep pace with the rapid changes and transformations in the business world. Apart from the models mentioned in this study, there are some recent trends in the field of change management.

Digital Transformation and Technology-Driven Change: Technological developments are rapidly changing business processes and ways of doing business. Businesses need to continuously use and update technology to stay competitive by adopting digital transformation. Change management now focuses more on digitalization (Kraus et al., 2021).

Flexible Working Models: The COVID-19 pandemic has shown how important remote working and flexible working patterns are. Change management requires adopting these flexible working models and taking into account the needs of employees (Chen, 2021).

Data-Driven Decisions: Change management is moving toward adopting more data-driven approaches to decision-making using tools such as data analytics and artificial intelligence. Data-driven decisions can increase the effectiveness of change processes (Sarker, 2021).

Sustainability and ESG (Environmental, Social and Governance) Principle: Businesses are focusing more on sustainability and social responsibility principles. Change management plays an important role in integrating these values into the organization and driving changes for a sustainable future (Aldowaish et al., 2022).

Global and Multicultural Working Environments: Organizations pay more attention to multicultural work environments when operating at a global level. Change management provides guidance on adapting and encouraging cooperation in such environments (Morris, 2023).

Human-Centered Design: Change management emphasizes adopting a human-centered approach when designing and implementing changes. It is important to understand the needs and emotional reactions of employees and integrate this information into change processes (Nguyen Ngoc et al., 2022).

These trends reflect the efforts of businesses to adapt to changing conditions and achieve sustainable success. Change management can help organizations successfully navigate change by closely following these trends.

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