

CHANGE MANAGEMENT AT SAFARICOM LIMITED

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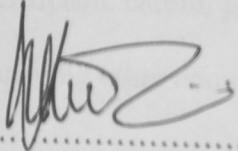
MUSAU RICHARD MATIVU

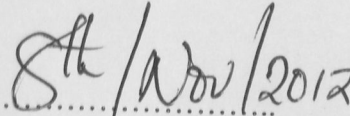
**A RESEARCH PROJECT SUBMITTED IN PARTIAL
FULFILLMENT OF THE REQUIREMENTS FOR THE DEGREE OF
MASTER OF BUSINESS ADMINISTRATION, SCHOOL OF BUSINESS,
UNIVERSITY OF NAIROBI**

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DECLARATION

I declare that this project is my original work and has not been presented for a degree in any University.

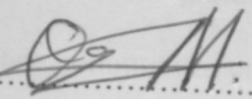
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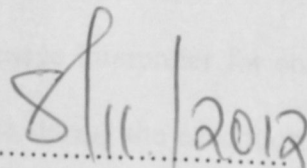
Date: 

MUSAU RICHARD MATIVU

D61/60062/2011

This research project has been submitted for the course examination with my approval as the University supervisor.

Signature: 

Date: 

Prof. Martin Ogutu

Department of Business Administration

School of Business

University of Nairobi

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DEDICATION

To dedicate this management research project to my loving wife, Jay, who was always there for support and encouragement all through the project.

LIST OF ABBREVIATIONS AND ACRONYMS

ABSTRACT

This management research project is titled Management of Strategic Change at Safaricom Limited. Safaricom Limited is the leading telecommunications company with almost 20 million mobile phone subscribers at the time of doing this research. Safaricom Limited has undergone many strategic and operational changes in the past, all aimed at improving efficiency and effectiveness in discharging its mandate and thereby putting itself at a competitive advantage as far as this is concerned. The objectives of this research were therefore to establish the change management approaches adopted by Safaricom Limited and the challenges in managing change. An in-depth study was done and senior management representing different departments at the company were interviewed and their responses documented for analysis. The study established that Safaricom Limited in the recent years has experienced some strategy changes and has applied change management practices to manage such changes. Most notably were the drastic changes in its top management after the exit and entry of a new CEO who reduced the directors reporting to him by half. The training also observed that Safaricom Limited also faced some challenges during the management of its changes, notably was that senior officers felt that they needed some more financial resources to manage the change and that more people needed to be involved in the development of strategic plans. Other challenges emanated from the external environment from which Safaricom Limited had no control over. The most notable one was from the government regulator, CCK and Central Bank of Kenya. CCK was coming up with new regulations in the telecommunications industry prompting Safaricom to metamorphosize to accommodate such regulations and Central Bank was also on them due to the MPESA system which has revolutionized the banking system in Kenya. The study concludes that Safaricom Limited has managed well her strategic change though not without a few setbacks here and there. It has therefore managed in coping with the changing environment. The subscribers have increased, the MPESA system has improved seeing more people transacting through it and the customer satisfaction increased leading to more subscribers. Staff have also been generally motivated especially those at the operations level. Safaricom Limited has come out as a respected and reputable company in the telecommunications industry not only in Kenya but the wider East African Region.

LIST OF ABBREVIATIONS AND ACRONYMS

CBK	Central Bank of Kenya
CCK	Communications Commission of Kenya
CEO	Chief Executive Officer
Ltd	Limited
KPI	Key Performance Indicators

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CHAPTER ONE

INTRODUCTION

1.1 Background of the Study

Everyone says that change is difficult. It is difficult to conceive because one must inevitably deal with people issues and an uncertain future. The more so to implement because consequences can be difficult to predict, harder to track and therefore can create a dynamic all of their own. In particular, everyone claims that major change is hard because of the so called 'soft' or people issues (Carnall, 2007).

Change in organizations is really the norm today. Organizations are influenced by a multitude of factors, which are influenced by both internal and external environment. Change in organizations does not happen in a vacuum. If nothing happened to disturb organizational life change would be very slow and, perhaps, merely accidental. However, commentators on organizational life have evidenced that the pace of change is accelerating and all organizations, if they are to benefit from continued survival, must be prepared not only to respond to, but to anticipate, change (Barbara, 2006).

The demand for organizational change is caused by shifts in the internal and external environments in which they operate. The PEST issues - political, economic, socio-cultural and technological factors are all drivers or sources of change in organizations. Consequently, the behavior, demands and expectations of external stakeholders, including competitors, customer and, financiers may drive organizational change.

1.1.1 Change Management

Change can simply be defined as a transition from one state, form or condition to another with a focus on being different. Davis and Holland (2002) stated correctly that change management is the use of systematic methods to ensure that an organization change can be guided in the planned direction, conducted in a cost effective manner and completed within the targeted time frame with the desired results. Thus, strategic change involves fundamental changes in the business of the organization and its future direction.

Ansoff and McDonnell (1990), state that changes arise out of the need for organizations to exploit existing or emerging opportunities and deal with threats in the market. It is crucial that organizations seek to create a competitive advantage and whenever possible innovate to improve their competitive positions. This implies the readiness to change within the organization and the ability to implement the proposed change.

Colin (2007) argued that it is important for us to recognize that significant change programs are not distinct event. The objective is not simply profitability but or increased effectiveness, crucial as these are for us; rather, it is about increased adaptability and effectiveness. Mintzberg put it correctly that managing strategic change is generally far more difficult than it may at first appear. The need for reorientation occurs rather infrequently, and when it does, it means moving from a familiar domain into a less well-defined future where many of the old rules no longer apply. People must often abandon the roots of the past successes and develop entirely new skills and attitudes. This is clearly a demanding situation and often, therefore, the most difficult challenge facing a manager.

The causes of such challenges also vary, from an ignored steady decline in performance which ultimately demands a turn around, to a sudden radical shift in base technology that requires a reconceptualization of everything the organization does; from the gradual shift into the next stage of an organization's life cycle to the appearance of a new chief executive who wishes to put his or her particular stamp on the organization. The resulting strategic alignments may also take a variety of forms, from a shift of strategic position within the same industry to a whole new perspective in a new industry. Some changes require rapid transitions; others are accompanied by slower shifts. Each transition has its own management prerequisites and problems.

1.1.2 Telecommunications industry in Kenya

The telecoms industry in Kenya, just like the rest of the world, is going through profound changes. In the past decade, technological advancement and regulatory restructuring have transformed the industry. Markets that were formerly distinct, discrete and vertical have coalesced across their old boundaries with a massive investment of capital - much of it originating from private sector participants. The result is new markets, new players, and new challenges. Market liberalization efforts have also picked up ensuing the successful partial privatization of Telkom Kenya Limited, divestment of Government of Kenya's 25% stake in Safaricom Limited through a public listing and the launch of fourth mobile operator Econet Wireless Kenya. This resulted into some of the world's best known telecommunication providers - Vodafone, France Telecoms and Essar Communications through their investments in Safaricom Limited, Telkom Kenya Limited and Econet Limited respectively - being major players in the Kenyan market.

The deregulation of the communications sector in Kenya was initiated by the 1998 Kenya Communications Act (KCA). The KCA repealed the Kenya Posts and Telecommunications Act and provides the current framework for regulating the communications sector in Kenya. The Act unbundled Kenya Post and Telecommunications into five separate entities including Telkom, the fixed line operator; the Postal Corporation of Kenya (Posta); the regulator, the Communications Commission of Kenya (CCK); and the National Communications Secretariat (NCS). It also created an Appeals Tribunal for the purposes of arbitration in cases where disputes arise between parties under the KCA. The telecommunications industry comprises of telephone communication, the internet, audio and visual media, postal communications, fax etc. The industry has grown tremendously over the last couple of years raising the number of mobile subscribers to over 14 million in Kenya in 2011. This is an industry market by stiff competition and a high potential for growth making investors interested in venturing into this industry though not without taking caution of the stiff competition.

In 2000, some 180,000 Kenyans had access to a mobile phone. By the end of 2006 that figure had grown to 7.3 million people - an increase of more than 4,000 percent. The fast-growing mobile sector is characterized by competition between two operators: Safaricom, a 60/40 percent joint venture between the government-owned Telkom Kenya and Britain's Vodafone; and Celtel, a subsidiary of Africa's third-ranked phone company. Both companies have made considerable growth and profits since their inception but still there is enormous potential remaining in the mobile phone sector. In March 2007, global telecommunications giant Ericsson opened a regional hub in Nairobi as part of its ongoing emerging markets expansion program.

The mobile phone sector currently accounts for 5 percent of Kenya's Gross Domestic Product (GDP).

Kenya's internet sector has managed to grow considerably over 10 years with what started as a handful of dial-up modems in 1995 evolving into a dynamic industry with numerous internet hosts, nearly 100 licensed internet service providers (ISPs) and roughly 2.7 million Internet users in the country. There is an abundance of internet cafes in the main urban centers and wireless technologies are available throughout Nairobi. The Kenyan government has launched an e-government strategy, a program that intends to connect the country's rural population. Beyond downloading pension forms and embarking on other virtual interactions with Nairobi, citizens in the e-government Internet Cafes can access helpful information. The government has also supported several projects aimed at boosting the country's broadband infrastructure with the most high-profile projects being the East Africa Marine Systems (EAMS) and the East Africa Submarine Cable System (EASSy), initiatives that now connect the countries of eastern Africa via a high bandwidth fiber optic cable system with the rest of the world.

The era of industrialization and information age has made the telecommunications industry expand into diversified functions to support the growth of technological advancement for better services demanded by the nation (Miller, 2004). However, in this new millennium, this industry has to face with the increasing level of unpredictability of the business environment and competitiveness of the market due to the globalization of business, the shift from production to knowledge based economy, the growth of the information communications technology, and so on.

1.1.3 Safaricom Kenya Limited

Safaricom Limited is the leading provider of communications services in Kenya offering cellular network access and business solutions. Safaricom Limited was formed in 1997 and in May 2000, Vodafone group Plc acquired a stake and management responsibility for the company. In 1999 the communication sector was deregulated and opened up for private sector to put up commercial communication networks in the country and Communications Commission of Kenya (CCK) was established as the regulator.

The Company has since emerged as one of the fastest growing companies in Kenya. The Company is still aggressively expanding the market network throughout the country and developing strategic business relationships with leading global telecommunication players which help in ensuring that Safaricom has access to the world's latest technology to maintain its market leadership. Safaricom is proud to be the market leader in offering innovative products like M-PESA to the Kenyan people to enhance their lifestyle and their way of efficiently doing business. However, due to the growing rivals in and outside the African continent, the telecommunications company finds itself in peril. Therefore, Safaricom Limited has adopted several strategies to save the organization that has reached the decline stage due to stiff competition in a developing nation.

In 2011, Safaricom Limited moved to shake and thereby change its top structure, a move it believed, would act as a competitive advantage in ensuring the firm is efficient in its work. Several departments that were headed by chief officers were consolidated and headed by a Director who reports directly to the CEO. The CEO, Bob Collymore unveiled an organizational structure that set interesting positioning amongst Chief Officers and TOP Managers as they

sought to head the new departments. This move, ensured that Safaricom Limited was more customer focused, eliminated unnecessary duplication of roles and decentralized decisions, it was also going a long way to facilitate their values of speed, simplicity and trust.

1.2 Research Problem

Change has become a constant phenomenon which must be attended to and managed properly if an organization is to survive. Changes in technology, the economic environment regionally and globally, social-cultural values, workforce demographics and the political environment have a significant effect on the process, products and services produced. The culmination of these forces has resulted in an external environment that is dynamic, unpredictable, demanding and often devastating to those organizations which are unprepared or unable to respond (Burnes 2000).

The telecommunications industry has transformed the world making the world a global village. The changing external environments surrounding organizations pose an avenue for research and therefore, many managers have adopted several and varying change management practices some with successes and others outright failures.

Some studies have been done on change management on the banking sector, (Mwanzia, 2011) manufacturing, (Nyalita, 2006) International Development Organizations (Muturi, 2006) and public sector (Nyamache, 2003) and they found out that they found out that managers have come to agree that change management has become a constant phenomenon which must be attended to and managed properly if an organization is to steer well in this changing internal and external organizational environments. Mwanzia, (2011) found out that proper communication of strategic awareness can act as a cohesive force and succeed in connecting those with ultimate

responsibility for the organizations with those who directly implement policies at the sharp. The study therefore will be guided by the research question, what challenges have been faced by Safaricom Limited and the practices adopted in managing the strategy change?

1.3 Research Objectives

The study will have two objectives;

- i. To establish the change management approaches adopted by Safaricom Limited.
- ii. To establish the challenges faced by Safaricom Limited in managing change.

1.4 Value of the Study

The study will be a major contribution in the management of strategic change. Areas for potential improvements can be explored to improve strategic decisions to many diverse stakeholders in managing change in their organizations. It will help in understanding organizational change and its management. It will thus enhance knowledge in the area of management of strategic change. Future researchers will be able to use the study as a reference point on studies done on change management.

Secondly, the study will help the researcher gain knowledge and skills in conducting research and writing skills. This will be done at the time of completing the research project. It will enhance the researcher with academic report writing skills which can be hopefully used in future to further the field of academic research. Lastly, the findings will be help managers at Safaricom Limited understand clearly some of the challenges they faced during change management and possibly acknowledge the good practices.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This chapter discusses in details change management from the point of implementation, challenges and solutions in tackling challenges arising from change management. It further focuses on the evolution of change management over time and change management models. The chapter will dwell on issues in the objectives.

2.2 Concept of Change Management

Lynch (2009) explains that strategic management invariably involves change for people working in the organization. Sometimes they resist such proposals and make strategy difficult to implement; sometimes they are enthusiastic and make a significant contribution to the proposed developments. Thus, it is useful to analyze causes of strategic change and understand the dynamics of change process in the context of the strategies proposed. These can be used to suggest how such a change process can be managed in principle.

Strategic change is accompanied by a degree of risk and uncertainty. Although risk assessment can be undertaken in an impersonal way at the corporate level's uncertainty cannot be assessed in the same way at the personal level in an organization. Some individuals will resist change posing a problem in strategy implementation. In other organizational cultures, where learning and open debate have been part of the management process, change maybe welcomed. However, even here, change will take time and will involve careful thought. Thus, to overcome such problems associated with resistance to change, strategic change is therefore often at a slower pace.

Hardy (1995) discusses the Lehman's laws of change; the law of continuing change that is systems that are used must change or automatically become less useful and the law of increasing complexity that is through changes the structure of a system becomes ever more complex and more resources are needed to simplify it. The organizational environment is nowadays also confronted with many changes due to increasing and worldwide competition, technological advances and demanding customers, (Huang and Mak, 1999).

Grundy (1993) states that many managers perceive change as homogenous concept while others describe change as being primarily the enemy of stability. However, he maintains that it is possible to differentiate a number of characteristic types of change. Firstly, he talks of the smooth incremental change that evolves slowly in a systematic and predictable way. The second variety of change Grundy terms the bumpy incremental change which is characterized by periods of relative tranquility punctuated by acceleration in the rate of change. He then likens the 'bumps' to the movement of continental land masses where the 'fault' enables periodic readjustment to occur without cataclysmic effect (Grundy, 1993, p.24.) Grundy's third variety of change is discontinuous change which he defines as change which is marked by rapid changes in strategy, structure or culture, or in all three.

Fine tuning and incremental change are features of all organizational life and, while they can be planned, are frequently associated with change as it emerges. The idea of emergent change has been linked by Wilson (1992) with the concept of organizations as open systems. Writes such as Kast and Rosenzweig (1970), Von Bertalanffy (1971), Checkland (1972) and McAleer (1982) have produced detailed discussions on the concept of a system that includes organizational systems. Briefly, these discussions include the idea of organizations striving to maintain a state

of equilibrium whenever they are disturbed. According to this view, the organizational system is constantly sensing the environment in order to continuously adjusting to maintain its purpose and optimum state.

However, writes such as Tushmat *et al.* (1988), Johnson (1988) and Johnson Scholes and Whittington (2005) describe a phenomenon whereby managers and other organizational personnel become so comfortable with 'how we work here' and 'what we hold important here' that they also become impervious to warning signs of impending difficulties from the environment. According to Tushmat *et al.*, this is the effect of what they call 'double edged sword' of convergent periods of change. Thus, the habits, patterns and behavior, finding out the best way to do things and commitment to values that have been built up during periods of converging change can contribute significantly to the success of the organization.

From the discussion so far, it is clear that the process of strategic drift forces organizations into a more conscious deliberate planning of change, for instance, the four-stage (exploration, planning, action and integration phases) process discussed by Burnes (2004). However, the distinction between emergent and planned change is not clear-cut. Critisms of the idea that change can be planned logically and systematically have been made by Wilson (1992). He argues that planned change is a management concept which relies heavily on a single view of the way change ought to be done.

As cycles of growth and activity are an essential part of living, so the concept of an organizational life cycle (Greiner, 1972; Kimberly and Miles, 1980) has been used to describe the stages through which organizations go as they grow and develop. Greiner maintains that, as organizations grow in size and mature, their activities go through five phases, each of which is

associated with a different growth period in the organization's life. Kisalu (2011) argued that planning, implementing and managing change implementation in a fast-changing environment is increasingly the situation in which most organizations are functioning at. Such dynamic environments require dynamic process, people, systems and culture, especially for managing strategic change successfully. Corporate cultures differ greatly between organizations. Therefore, a process for innovation that works in one organization will not necessarily work in another. Organizational strategic change should be geared to improve the performance of the organizations and the people in these organizations (Scanlan, 1999). For organizations to develop, they must undergo significant strategic change at various points in their development. That's why the topic of organizational strategic change and development has become widespread in communications about business, organizations, leadership and management (Scanlan, 1999).

2.3 Change Management Models

There are several theoretical models of change. Each attempts to describe the process through which organizations successfully change their business practices, their organizational structure or their organizational climate.

2.3.1 Lewin's three-phase model of change

One of the earlier and most influential models of planned change that is still referred to extensively in the literature of change is Lewin's (1951) model of change process which consists of three phases of unfreezing, moving and refreezing. Unfreezing concerns the shaking up of people's habitual modes of thinking and behavior to heighten their awareness of the need for change. According to Cummings and Worley (2005, p.22), this implies disturbing the status

quo by either strengthening the forces that could push for change and/or weakening the forces which are maintaining the situation. This is likely to include the introduction of information showing discrepancies between desirable goals and modes of operating and what is currently happening. Goodstein and Burke (1993) noted that it might even include selectively promoting employees or terminating their employment.

Senior and Flemming (2006) advanced that moving is essentially the process of making the actual changes that will move the organization to the new state as well as involving new types of behaviors by individuals. This includes the establishment of new strategies and structures, with associated systems to help secure the new way of doing things. Lewin's final phase in the change process is refreezing which involves stabilizing or institutionalizing the changes. This requires securing the changes against back-sliding and may include recruitment of new staff who are untainted by the old habits. This needs the continuous support of the top management.

Lewin's three phase model can be criticized mainly for its concept on refreezing, that is, the idea of cementing the changes into place to create a new organizational reality. While this aim to prevent the back-sliding mentioned earlier is laudable, it tends to ignore the increasingly turbulent environment within which many modern environments operate and the need for continuous change. In addition, Burnes (2004, p. 997), in his critique to the model, said that it assumes organizations operate in a stable state, it was only suitable for small-scale change projects, it ignored organizational power and politics and was top-down management driven.

2.3.2 Action-research-based model of change

According to Paton and McCalman (2000, p. 169), change is a continuous process of confrontation, identification, evaluation and action. French and Bell (1999) and Cunmmings and

Worley (2005) give detailed description of action research. It is a collaborative effort between leaders and facilitators of any change and those who have to enact it. Therefore, action research is, as the name suggests, a combination of research and action. This means collecting data relevant to the situation of interest, feeding back the results to those who must take action, collaboratively discussing the data to formulate action plan and, finally, taking the necessary action.

Lewin (1946) advanced that action research is an action with a goal of making that action more effective. It involves the organization, the subjects or the people and a change agent. The process of action research is perception of the problem by some key individuals, consultations with experts, systematic data gathering about the system relative to some goal, objective or need of that system, taking action by altering selected variables within the system, evaluating the results by collecting more data and lastly taking action again.

2.3.3 Kotter's eight-step model

Kotter (1999) advanced an eight-step model for transforming organizations. The model is defined by the following steps, that is, establish a sense of urgency, effectively communicate, develop a powerful guiding coalition, create a clear vision, empower individuals, create short-term wins, do not declare victory too soon and institutionalize the change. Change management requires the buy-in of the entire organization and effectively communicating the importance of the change process will rally employees behind the new change. Secondly, there is need to form a powerful guiding coalition; have influential supporters in the hierarchy; and high level of trust and communication between them. Further, it is important to create a clear vision that is easy to understand and to practically develop a strategy to achieve it (Kotter and Cohen, 2002).

Management should thereafter encourage, risk taking, innovative ideas, employee involvement in order to empower individuals to act and give opinion on developments of new organizational structure. Then managers should also make and plan for short-term wins as the new process starts to take effect; and encourage employees to work in the right direction (Lord and Maher, 1991). After the organization starts recording some success, it is imperative for management to continue with the strategic change process and not declare victory too soon since the new approach is fragile and subject to regression (Yuki, 2006). Lastly, the institutionalization of change into the organizational culture should be effected.

Although the phases are described in a straight forward and simple way, they often overlap to create an evolving process rather than a clearly phased progression. Thus, change process goes through a series of phases, each lasting a considerable amount of time and also that the momentum of the change process will be effectively affected by critical mistakes in any of the phases.

2.3.4 Tan's seven-stage model

Tan (1997) came up with a seven-stage model to change management that involves anticipating, selling and mobilizing resources, breaking down comfort zones, reinforcing success and ensuring continuous learning and change. A continuous learning component generates a more dynamic evolutionary framework and acknowledges the potential for continuous change management. According to the model, resources should be mobilized to compliment and fuel the change management. Lessons learnt and experiences from the change management process should be incorporated in the system and enrich the change management process.

2.4 Challenges of Change Management

Burnes (2003) noted that the two greatest challenges facing managers today are leadership and change management. According to Lippitti (2007), when strategy fails to achieve expected results its often because the strategy execution was flawed. The failure to execute is a major concern of executives because it limits organizational growth, adaptability and competitiveness. Executives are not judged by the brilliance of their strategy, but their adaptability to implement it. Lippitti (2007) stated that without coherent, aligned implementation, even the most superior strategy is useless. Thus, rushing to act on strategy, too little attention is paid to finding the best implementation initiatives. Shortcuts such as repackaging existing projects which appear to support the new strategy, cannot work because while strategic plans can be copied, execution cannot be duplicated.

Nadler (1988) suggests three major problems associated with transition process. The first of these is the problem is resistance to change; the second the problem of organizational control and the third the problem of power.

2.4.1 Organizational Culture

Many definitions of culture can be found in the literature and Kroeber and Kluckhohn (1952, p. 181) claim to have examined well over 100, in summary, culture consists of patterned way of thinking, feeling and reacting, acquired and transmitted mainly by symbols, constituting the distinctive achievements of human groups, including their embodiment in artifacts; essential core of culture consists of historical ideas and their attached values. Thus, Louise (1980) defines organizational culture as a set of understanding or meanings shared by a group of people. The meanings are largely tacit among members, are clearly relevant to the particular group, and are

distinctive to the group. Meanings are passed to new members. Drennan (1992, p.3) explains organizational culture as 'how things are done around here'. It is what is typical to the organization, the habits, the prevailing attitudes, the grown-up pattern of accepted and expected behavior.

Culture can be both a strength and weakness in change management practices. Its strength since it eases and economizes communication, facilitates organizational decision making and control, and may generate higher levels of corporation and commitment in the organization while managing change. This results in efficiency and effectiveness of change implementation. However, culture becomes a weakness when important shared believes and values interfere with the needs of the business and intended change to the extent that the content of a company's culture leads its people to think and act in inappropriate ways, culture's efficiency will not help achieve effective results. This condition is usually a significant weakness because it is hard to change culture content. A company's culture can be a major strength when it is consistent with the strategy and thus can be a powerful driving force in implementation. However, a culture can also prevent a company from meeting competitive threats or adapting to changing economic and social environments that a new strategy is designed to overcome. According to Johnson and Scholes (2002), social processes can also create rigidities if an organization needs to change their strategy. Managing the strategy-culture relationship therefore requires sensitivity to the interaction between changes necessary to implement strategy and compatibility or fit between those change and the organizational culture (Pearce and Robinson, 2003).

Wilson and Rosenfeld (1990, p. 237) says that the pervasive nature of organizational culture cannot be stressed too much. It is virtually likely to affect virtually all aspects of organizational

life. According to Schwartz and Davis (1981, p. 35) culture is capable of blunting or significantly altering the intended impact of even well-thought-out changes in an organization. This is a popular view of culture and its important for instigating any kind of change is clear. However, as the organizational culture comes in many forms and can be more or less supportive to change.

Assessing cultural risk helps management to pinpoint where they are likely to meet resistance to change because of incompatibility between strategy and culture. This further allows them to make choices on whether to ignore the culture, manage around the culture, try to change the culture to fit the strategy or change the strategy to fit the culture perhaps by reducing performance expectations.

2.4.2 Organizational structure

Wilson and Rosenfeld (1990, p. 215) defines organizational structure as the established pattern of relationships between the component parts of an organization, outlining both communication, control and authority patterns. Structure distinguishes the parts of an organization and delineates the relationship between them. Bartol and Martin (1994, p. 283) also made a contribution in defining organization structure as the formal pattern of interactions and coordination designed by management to link the tasks of individuals and groups in achieving organizational goals.

According to Pearce and Robinson (2003), organizational structure is the division of tasks for efficiency and clarity of purpose, coordination between interdependent parts of the organization ensure organizational effectiveness. Structure balances the need for specialization with need for integration. It provides a formal means of decentralizing and centralizing consistent with the organizational and control needs of the strategy.

Rantakyaro (2004) states that to implement the chosen strategies, there are many important decisions those have to be made such as how to structure the company. The organizational structure has to support the intended change strategies. The organization can be structured by focusing on functionality, products, markets, projects or cooperation.

2.4.3 Leadership of Change

Naylor (2004) distinguishes leadership and management where leadership is process of influencing people towards achievement of organizational goals while management is the process of achieving organizational objectives, within a changing environment, by balancing efficiency, effectiveness and equity, obtaining the most from limited resources, and working with and through people.

Pearce and Robinson (2003) argued that, while structure provides overall framework for strategy implementation, it is not in itself sufficient to ensure successful execution. Within the organizational structure, individuals, groups and units are the mechanisms of organizational action, and the effectiveness of their actions is a major determinant of successful change implementation. In this context, two basic factors encourage or discourage effective action-leadership culture. Two leadership issues of fundamental importance here are the role of the Chief Executive Officer (CEO) and the assignment of key managers.

The CEO is the catalyst in strategy management. He or she is most closely associated with and ultimately accountable for a strategy's success. The nature of the CEO's role is both symbolic and substantive in strategy implementation. First the CEO is a symbol of the new strategy. His or her actions and perceived level of commitment to a chosen strategy, particularly if the

strategy presents a major change, exerts significant influence on the intensity of subordinate managers' commitment to the implementation process (Pearce and Robinson, 2003).

2.4.4 Resistance to change

Resistance is not always bad, in most cases, it's helpful and should be used constructively. Hultman (1973) writes that unfortunately, when the word resistance is mentioned, we tend to ascribe negative connotations to it. This is a misconception. There are many times when resistance is the most effective response available. Leigh (1988) also writes that resistance is a perfectly legitimate response to a worker and Zaltman and Duncan (1977) cite Rubin saying resistance should be used constructively.

Resistance is what keeps us from attaching ourselves to every boneheaded idea that comes along (Maurer, 1996). In combination, these aspects of resistance make a persuasive case for re-evaluating the classical understanding of resistance. Equally, they call into the question into assumption that a change effort that is met with little resistance should be automatically deemed a good change. The legislative process, for example, is predicted upon resistance playing a crucial role in ensuring the best possible laws are produced.

2.4.5 Power-politics perspective

The argument here is that organizations often act irrationally, that their goals and objectives emerge through a process of negotiation and influence, and that they are composed of competing and shifting coalitions of groups and individuals (Brown, 1995; Buchanan and Badham, 1999; Mintzberg *et al*, 1998; Robins, 1986, 1987).

Hardy (1986) also observed the tendency for individuals and groups to pursue courses of action that promote their interests, regardless of the organization's formal goals and objectives. He notes that where individuals perceive that the actual or proposed goals of the organization or the tasks they are asked to perform are out of step with their own interests, they will seek where possible to bring the two into line. In some cases, individuals and groups may be persuaded to change their perceptions; in others, they may seek to change or influence the goals and tasks.

Zaleznik (1970) stated that where there are scarce resources (which is the case of most organizations), the psychology of scarcity and comparison take over. In such situations, possession of resources becomes the focus for comparisons, the basis for self esteem and, ultimately, the source of power. Such situations will see the emergence not only of dominant coalitions but also, Zaleznik argues, of unconscious collusion based on defensive reaction. Therefore, whilst some individuals will perceive their actions as 'political' or self-interested, others may act in the same manner, but believe they are pursuing the best interests of the organization.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

This chapter describes the methodology of research which was adopted in during the study. It describes the research design which was employed, the tools and process used in data collection as well as the interviewees. It gives insight into the research design and data collection methods and tool employed during the study. The chapter winds up with an insight of the data analysis method and tools which were employed during the study.

3.2 Research Design

The approach used in this study was a case study. A case study is an in-depth investigation of an individual, institution or phenomenon. It involves a careful and complete observation of social units. A case study is a method of in depth study rather than breadth and places more emphasis on the full analysis of the limited number of events or conditions and other inter relations. The study conducted was a case study of the leading telecommunications company at the time of the research. Safaricom Limited was taken as a single unit of the study.

3.3 Data Collection

In this study, emphasis was given to primary data. The primary data was collected using a comprehensive interview guide. An interview guide was used during the collection of primary data. The interview guide was divided into two parts. The first part dealt with issues to do with change management while the second part dealt with challenges faced during change management. The interview guide also used had unstructured (open ended) questions to elicit information from the interviewees. These techniques enabled the researcher to collect views and

opinions together with the feelings of the interviewees about change management approaches and challenges at Safaricom Limited.

Data was collected from both primary and secondary sources. The secondary data was collected from Safaricom Limited's website, library databases and Safaricom's current strategic plan. The departments targeted were five key managers out of the 6 business support departments headed by senior managers. This was because of their instrumental role in strategy development and implementation and also to reduce chances of data redundancy. These senior managers comprised; finance and investor relations, customer care, chief information officer, director of resources, legal and external affairs, enterprise business manager, marketing and consumer business manager.

3.4 Data analysis

Data was analyzed using content analysis. It is a technique of making inferences by systematically and objectively identifying specific characteristics or messages using the same to relate to trends. It provides a qualitative picture of the interviewees, concerns, ideas, attitudes and feelings. Contents analysis offers several advantages to researchers, particularly, it allows both qualitative and quantitative operationism, provides valuable historical and cultural insights through analysis of texts, can be used to interpret texts for purposes such as the development of expert systems, is unobtrusive means of analyzing interactions and provides insight into complex models of human thought and language use. The researcher critically analyzed the raw data acquired from the interviewees. The data analysis still divided the general change management practices and challenges faced by Safaricom Limited.

CHAPTER FOUR

DATA ANALYSIS, RESULTS AND DISCUSSION

4.1 Introduction

This chapter critically presents data analysis, results and discussion of the data got by use of the interview guide which was administered to senior managers, functional heads of Safaricom Limited selected from various departments. The senior managers and functional heads in charge of finance and investor relations, customer care, human resource development, marketing and consumer business were the four departments that the research management to secure interviewees.

4.2 Change Management Approaches at Safaricom Limited

The interviewees comprised of employees with an average of five years working with Safaricom Limited and one year at their current position, this means they had just received a promotion. To the question on who was involved in change management at Safaricom Limited, all responses were almost similar. Interviewees said that it all depends on the nature of change. If it's more of culture change then Senior Managers, the Human Resource Departments and the Project Management Office under the C.E.O are involved but when the change is to do with processes, then the Legal Office, Risk Management and the specific technical departments are involved. All interviewees agreed that senior managers play a pivotal role in change management.

On the change management practices employed by Safaricom Limited, the interviewees said that there is continuous training on the change and equipping staff with the necessary skills to effectively carry out the new ways, documentation of the change to provide a point of reference

and uniformity in interpretation and risk assessment. Training is taken more seriously by Safaricom Limited where officers are flown to other countries to learn on the job and come back to implement processes using the acquired skills. Interviewees said that management ability or competence in achieving successful change management was of high importance and critical in the implementation of the change. They said that the management has to understand the change well and ensure they have the necessary skills to undertake the change management. They should also be loaded with high competence and ability to evaluate and monitor the progress against the change from the employees under their respective departments. The interviewees further said that management should be competent to ensure good strategy objective setting, achieve strategic awareness, manage resistance to change giving clear guidance and direction, align structure to strategy and envision preparedness on competencies for future change. Interviewees said that organizational culture can prevent Safaricom from achieving its strategic goals as far as the change management is concerned.

To the question on whether Safaricom Limited carries out management training and development programs before it embarks on a change management program, all interviewees agreed that it does and said that training equips management to have the specific competencies necessary to manage the change; staff training contributes to increased group and individual motivation; it improves communication between peers; facilitates the change and eliminates confusion on the change since one well understands what is expected of them and sustains staff retention. The interviewees, on whether Safaricom Limited undertakes an early involvement of staff in the strategy process on successful change management, agreed that the company does do that. To this, they said that, specific employees, working in the relevant departments on which the change will directly affect are very much involved in the strategy process. Early

involvement ensures that staff owns the strategy process; it helped understand the goals and objectives of the strategy process and reduces staff resistance to the change itself. It also reduces misinterpretation of the strategy process and reduces chances whereby employees are taken by surprise and promotes staff buying in the change process. Some interviewees also said that strategy formulation is a top down approach where the top manager comes up with the direction they want the organization to go and only involves people at the lower levels to give their inputs in an already agreed direction. According to some interviewees, early involvement of staff in the development of strategic plans and decisions taken by Safaricom Limited are essential to their progress and development within their organizational environments. This is so since such exercises increase their confidence and sense of ownership of new policies and changes, which in turn contributes to their personal and professional motivation towards successful change management.

On whether Safaricom Limited continuously researches on best approaches to managing change, interviewees said that the Marketing department has a research and development department which is responsible on doing research specifically related to marketing. Generally, Safaricom Limited has Vodafone as the majority shareholder and interviewees agreed that Vodafone has a significant influence in the company as far as such research is concerned. Vodafone works in many countries and sometimes inducts Safaricom Limited's staff to work outside Kenya so as to acquire the necessary skills for the change management. Some of the approaches to managing change were; staff training both locally and abroad, integrated strategy approach where most employees are involved in the strategy process and learning and development programs. Interviewees said that Safaricom Limited has adopted; training and development, Key Performance Indicators Evaluation (KPIs) twice a year, rewards and

compensation systems, periodic reviews on progress against the change, recognition of best performers as initiatives in sustaining change management.

On the role of communication in the change management process, the interviewees said that communication is an area the company was almost perfect at. Safaricom Limited's management uses various ways to communicate with employees, there is the Staff Council where the C.E.O is the Chairman which meets quarterly in a year, there is effective use of emails and remind-emails where concerned parties get secondary emails to remind them of something, there is the use of branding in the company on the many changes taking place in the company most of which are more to do with marketing, documentation of the change process and this is shared to all employees. According to some employees, communication is pervasive in every aspect of change management and that it is related in a complex way to organizing processes, organizational context and implementation objectives which, in turn, have and impact on the challenges met in the process of change management. Others said that proper communication ensures that everyone in the organization well understands the content of the change, what is expected of them and reduces chances of misinterpretation and confusion.

4.3 Challenges of Change Management

Interviewees said that Safaricom Limited faces some challenges in the change management process. Most of them said that budget for the change process is a costly affair. There is inadequacy of funds to manage the change despite Safaricom Making huge profits. They said this is so since the company was a big company and a small change has a very big financial cost. They also said that resistance to change was very evident especially to the specific employees in situations where the change affects them or their departments. The external

environment sometimes also posed a challenge since Safaricom is the market leader, any change in strategy at Safaricom Limited leads to many industry changes. CCK as a regulator also posed a huge challenge to Safaricom Limited where planned and unplanned change is affected by the regulators demands. Ownership of the company, with the majority shareholder being Vodafone posed a challenge in managing change since Vodafone influenced the change management process employed or to be employed to the best of their interests. Technology was also a challenge since it keeps on changing and Safaricom Limited had to keep on updating the software and hardware of the company continuously.

To the question on challenges posed by customers and staff not fully appreciating the strategy on change management, the interviewees indicated that they faced challenges of criticism, lack of corporation and commitment and poor implementation. To the question on resistance to change, interviewees said that it led to loss of opportunities, delayed launching of products, poor performance, staff turnover, dismissal of some staff, conflicts, restructuring, demotion and promotions. The interviewees indicated that some of competing activities that cause distractions inhibiting change management include too many conflicting priorities, advertisements and promotions, well versed customers and changing external environmental turbulence. Some factors to the external environment were changing consumer trends, escalating globalization, political environment especially the Communications Commission of Kenya and Central Bank, stiff competition and subtle product differentiation.

Interviewees shared their opinions on the role played by leadership in managing change. They all agreed that the C.E.O was leading the company well as far as change management was concerned. They said that Safaricom Limited ensures that; structure is redesigned to

accommodate the change, that good leadership is essential since the C.E.O is the driver for the change, managers should be able to communicate the change to their respective employees and offer guidance and direction in the change process. When the previous CEO was leaving the company, he remained for 3 months to train the incumbent. Interviewees felt that the structure was effective to the change management process. Two years ago, after the previous CEO left the company and a new one took over. Once Safaricom Limited embarks on a change in strategy, then the structure is well aligned with strategy. With the entrant of the current CEO, there was a big change in the structure of the top management where the CEO reduced the Directors reporting to him by half. This he did through merging some departments which were almost similar. For example, Customer Care was merged with Marketing to form Customer Care and Strategic Marketing Department, Network Department was merged with ICT Department to form Technical Department and Retail Department was merged with Consumer to form Consumer Business Department.

The researcher further asked the interviewees to suggest the solutions in their own opinions that they feel could be helpful to Safaricom Limited. According to the interviewees, the solution to the problems include continuous training on how to manage the particular change, involvement of more staff in decision making, consider piloting before rolling out new strategies to everyone and well defined and clear process flow and procedures.

4.4 Discussion on Findings

On the resistance to change, the researcher found out that this led to delayed launch of products, staff turnover, poor performance and sometimes dismissal of some employees. This collates with Tushmat *et al.* (1988), Johnson (1988) and Johnson Scholes and Whittington (2005) where

they described 'how we work here' and 'what we hold important here'. The research found out that culture can also prevent Safaricom Limited from meeting competitive threats or adapting to changing economic and social environments that a new strategy is designed to overcome which collated with Johnson and Scholes (2002),

Wilson (1992), states that planned approach puts too much emphasis on managers and their ability to control the outcomes of change programs relates to the impact of management development programs on effective change management practices at Safaricom Limited, the researcher found out that training instills to the employees a set of management competencies which is hoped will deliver better competitive and commercial practice; staff training increased staff motivation; can increase staff involvement in the organization and communication between peers to facilitate the change. On the role of communication in the process of change management, the researcher found out that proper communication of strategic awareness can act as cohesive force and succeed in connecting those with ultimate responsibility for organizations with those who directly implement the policies; communication is pervasive in every aspect of change management and is related in complex way in organizing processes. The researcher also found out that effective communication throughout the organization ensures that everybody well understands success levels at all times. This collates with earlier findings by (Huang and Mak, 1999) that organizational environment is nowadays also confronted with many changes due to the increasing and worldwide competition, technological advances and demanding customers.

Effectiveness of change management practice is, at least, part affected by the quality of people involved in the process (Govindarajan, 1989). In this, quality is used to refer to skills, attitudes,

competencies, experiences and other characteristics needed of a person required to effectively execute a specific task of work in a certain position. This collates with findings on the importance of management ability or competence in achieving successful change management practice, where the study found out that management should be competent to ensure good strategy objective setting, achieve strategic awareness, manage resistance to change and align structure to strategy. The researcher further found out that senior managers and directors, middle managers, departmental heads and other lower level employees are involved in change management process at Safaricom Limited but the middle management plays a key role in the implementation of the change in strategy.

On the initiatives adopted by Safaricom in sustaining change management, the researcher found out that there were staff training and development, promotions, rewards and compensations systems, recognition, reviewing twice a year progress against the change and encouraging a performance culture. This is supported by Mitchell, (2002) by stating that circumstance and resources differ, clientele and relationships are unique, cultures differ and their aims and objectives may be different. Staff training and development, implementing rewards and benefits systems including frequent recognition given in less formal ways, ensuring conducive working conditions by focusing on relationships between peers through effective staff meetings that allow opportunities for discussion and interaction and proper communication are some of the writings she came up with.

Pearce and Robinson (2003), stated that factors in the external environment have an adverse impact in change management practice. This is evident in Safaricom Limited where escalating globalization, technological advancements, changing government regulatory demands, changing

consumer trends and a more knowledgeable customer among others were some of the challenges posed by the external environment to Safaricom Limited. The research further found out that some competing activities that cause distractions inhibiting change management practice included too many conflicting priorities, advertisements and promotions, well versed customers and coping with stiff competition in the industry. The researcher further found out that sometimes resistance to change can lead to loss of opportunities, poor performance, demotivation of staff and delayed launching of products (Govindarajan, 1989).

Other challenges faced in change management at Safaricom Limited included lack of support, conflicting priorities, limited resources, competing activities and uncontrollable environmental factors. These collated with Beer and Eisenstat's (200, p.37) six silent killers of management practice. The researcher further found out that some possible solutions to the challenges as posed by the interviewees were; training on how to manage the particular change, involvement of staff in decision making, consider piloting before rolling out new strategies to everyone and well defined and clear process flow and procedures.

CHAPTER FIVE

SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

This chapter presents summary, conclusions and recommendations based on findings from the previous chapter. The conclusions and recommendations drawn are in quest of addressing the research question or achieving the research objectives.

5.2 Summary of Findings

5.2.1 Change Management Approaches at Safaricom Limited

From the research, it was evident that some of the factors leading to successful change management at Safaricom Limited are clear goals and objectives at the strategy formulation stage, a conducive working environment, giving implementation a priority, allocating resources to specific changes though not fully adequate, aligning structure and strategy, rewards and compensation systems for best performers, continuous reviewing and monitoring the progress against the planned changes, control mechanisms, strategic consensus, good leadership and nurturing positive attitude towards change management. The research also found out that communication plays a pivotal role in change management. It increases ownership of the change process and minimizes misinterpretations and confusions. The change should be documented to ensure that it offers a platform for reference as necessary.

On the importance of management ability and competency in achieving successful change management interviewees felt that this was a key component if change management is to be successful. Management has to first understand what the change all about is and be able to buy in it. From this management will need the necessary skills and competencies to management the

change process. Without management having the specific skills it's like sailing without a compass. Interviewees agreed that Safaricom does some surveys to be well informed before embarking on a change process. This increases the relevance and need for the specific change in the company. On the effect of early involvement of staff in the strategy process, interviewees agreed that it helped employees understand super-ordinate goals, style and cultural norms essential for the continued success of the change management process. Involving staff in such processes increases their confidence and ownership of the strategy process. Initiatives taken by the management in sustaining a change management at Safaricom Limited is creating a climate that motivates employees in aligning their individual goals and behavior with those of the firm, continuous staff training and development, implementing reward and benefits system, ensuring conducive working environment by focusing on relations between peers through effective staff meetings that allow opportunities for discussion and interaction and proper communication.

On the role of leadership on successful change management, interviewees felt that proper leadership is critical if the change process is to succeed. This leader is the driver of the change and must influence most, if not all to buy in the change process. The CEO is the catalyst in strategy management. He or she is most closely associated with and ultimately accountable for a strategy's success. The nature of the CEO's role is both symbolic and substantive in strategy implementation. First the CEO is a symbol of the new strategy. His or her actions and perceived level of commitment to a chosen strategy, particularly if the strategy presents a major change, exerts significant influence on the intensity of subordinate managers' commitment to the implementation process. Thus, the CEO is crucial to the management of the change process under a new strategy. On structure and strategy, interviewees felt that this was important and that sometimes change needed new skills which meant that Safaricom Limited would import

human resource from abroad to come and fill positions which they felt they couldn't find such skills locally. Safaricom Limited ensures that they align strategy with structure. This means taking up new roles, getting relieved of some roles, moving departments, merging departments, training staff on new skills to tackle that change process.

5.2.2 Challenges faced by Safaricom Limited in managing change.

The research found out that Safaricom Limited faced some significant challenges in the change management process. Though the company has a Risk Management office, some challenges were beyond the company especially those to do with the external environment. Management was effectively tackling challenges posed by the internal environment. The research found that budget for the change process is a costly affair; there are inadequate funds to manage the change despite Safaricom Limited making huge profits. They said this is so since the company was a big company and a small change has a very big financial cost. They also said that resistance to change was very evident especially to the specific employees where the change affects them or their departments. Some employees had to be dismissed to give way to new staff who are ready for the change.

The external environment also posed a challenge where Safaricom is the market leader so any change in strategy at Safaricom Limited leads to many industry changes. CCK as a regulator also posed a huge challenge to Safaricom Limited where planned and unplanned change is affected by the regulators demands. Ownership of the company, with the majority shareholder being Vodafone, was also a challenge in managing change since Vodafone influenced the change management process employed or to be employed to the best of their interests. Technology was also a challenge since it keeps on changing and Safaricom Limited had to keep

on updating the software and hardware of the company continuously. The company was continuously monitoring the external environment to minimize the effects it has on the management of change at Safaricom Limited. Interviewees said that culture can impede change process. The organizational culture can be both a strength and a weakness to an organization. At Safaricom Limited, it was both. Sometimes the employees felt that they need a flexible dress code and access to the internet all through. This is so since most employees are young. This was sometimes abused leading to management putting strict control mechanisms encouraging and discouraging some employees. Interviewees felt that there were little politics at play at the company though power was very much evident as a means of enforcing some changes in the company.

5.3 Conclusions of the study

From the study, the research concludes that management should have the necessary skills and knowledge so as to ensure good strategy objective setting, strategic awareness, manage resistance to change, ensure early involvement of employees in the strategy process, collectively mobilize all employees to own the change process and monitor the change process. Thus, organizations should continuously ensure that management is well equipped with the necessary skills and knowledge to manage current and predictable future changes. Management should also be at the forefront in encouraging and nurturing a culture where employees have positive attitudes towards change. They should motivate employees through encouraging team work, rewards and recognition systems, staff training and development and ensuring a conducive working environment focusing on relations between peers through effective staff meetings that allow opportunities for discussion, interaction and proper communication.

The study also concludes that factors leading to success in change management are proper planning and implementation, availing adequate resources to the change process and aligning structure to strategy. Implementation should also be flexible to accommodate changing environmental turbulences. The CEO is the driver of the change and should direct and guide everyone in owning the change. He should also steer clear the change itself and communicate to all. The study concludes that proper communication is essential for effective and successful change management

On the challenges, the study concludes that Safaricom Limited faces the challenge of inadequate funding to change processes, resistance to change by some employees, continuous technological advancement leading to need for updating hardware and software, competing activities and uncontrollable environmental factors and change of government regulations. Some of the external factors were ownership of the company where the majority shareholder, Vodafone influenced decisions and strategy as per their interests, changing government regulations through the CCK and CBK, changing consumer trends, a more knowledgeable customer, stiff competition and globalization.

5.4 Recommendations for Policy and Practice

The study recommends that, although Safaricom Limited has been a very successful company in the change management practice, in order to remain more profitable and competitive in the industry, the company should continuously train its employees on how to implement strategy, increase funds for change management budget and involve more staff in the strategy making process. The study further recommends that the company encourages and nurtures a culture where employees are open to change and have a positive attitude towards change itself.

5.5 Limitations of the Study

The study faced a number of limitations. The time available for interviews was limited since all interviewees were interviewed in their work places and could only manage to spare a few minutes from their busy schedules. Thus, conducting interviews with the resource persons needed proper planning to avoid inconveniences. It was also a challenge reaching some officers since the senior managers are a very busy lot and hard to reach but through constant requests and sourcing their direct contacts the research managed to secure appointments with them. The small size of the sample could have limited confidence in the results and this might limit generalizations to other situations. These limitations reduced the probability of reaching a more conclusive study.

5.6 Suggestions for further research

The study was only done at Safaricom Limited and to support the results from this research, the same study should be done either in other companies working in the telecommunications industry or simply a survey to the entire telecommunications industry to verify the results found and if there are any different approaches to the change management practices. The researcher further recommends that a replicate study be done on a not-for-profit making organization so as to find out how such organizations implement change management as opposed to companies in the telecommunications industry.

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APPENDIX

INTERVIEW GUIDE

1. How long, in years have you worked with Safaricom Ltd;.....
2. How many years have you been in your current position;.....

SECTION A: CHANGE MANAGEMENT

3. Who is involved in change management in your organization?
4. What are the change management practices employed by Safaricom Ltd as pertains your department?
5. In your opinion, what is the importance of management ability or competence to achieving successful change management in your department?
6. Does Safaricom Ltd carry out management training and development programs before it embarks on a change program?
7. Does Safaricom Ltd undertake an early involvement of staff in the strategy process on successful change management? If yes, how effective do you find this?
8. Does Safaricom Ltd continuously research on best approaches to managing change? Which are some of these approaches? Do you use them?
9. What initiatives has Safaricom Ltd adopted in sustaining change management?
10. What is the role of communication in the process of change management? How do you carry out communication to ensure effective management of change?

11. What are the other factors and things you do at Safaricom Ltd to ensure successful change management in Safaricom Ltd?

SECTION B: CHALLENGES OF CHANGE MANAGEMENT

12. What are the challenges facing change management in Safaricom Ltd.

13. What are the challenges posed by customers and staff not fully appreciating change management in your department?

14. What challenges are posed by resistance to change in your department?

15. In your opinion, what is the role played by leadership in managing change? Are there any challenges relating to leadership? Which ones? How do they affect change management?

16. Are there any challenges of the organizational structure and culture in managing change at Safaricom Ltd? Which ones? How do they affect your change management?

17. In your opinion, do you feel that power and internal politics pose a challenge to change management at Safaricom Ltd? What challenges and how do they affect you?

18. What are the other challenges you face in change management at Safaricom Ltd and how do they affect change management?